

Gemini Cooperation

Suez Network

Trade Highlights and Service Maps



September 2024 | Hamburg



Agenda

A. Gemini Cooperation Network at a Glance	2
B. Trade Overview Asia - Europe	7
C. Trade Overview Atlantic	28
D. Trade Overview Transpacific	44
E. Trade Overview Middle East	63
F. Overview Shuttle Network and Intra Regional Trades	77

Gemini Cooperation will enable us to offer significantly higher quality liner services to our customers

Our value proposition ...



RELIABILITY



CONNECTIVITY



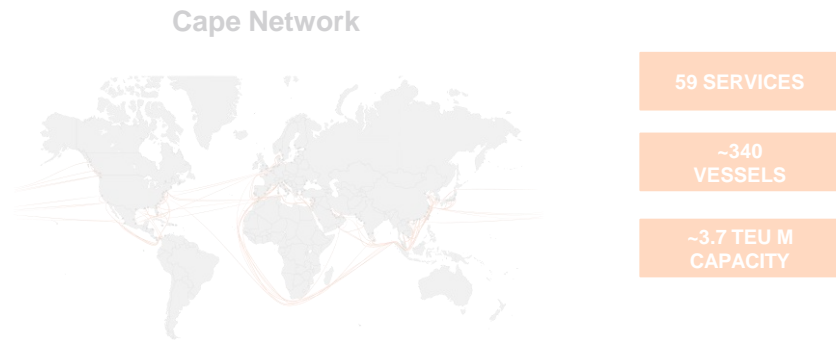
SUSTAINABILITY

... your benefit

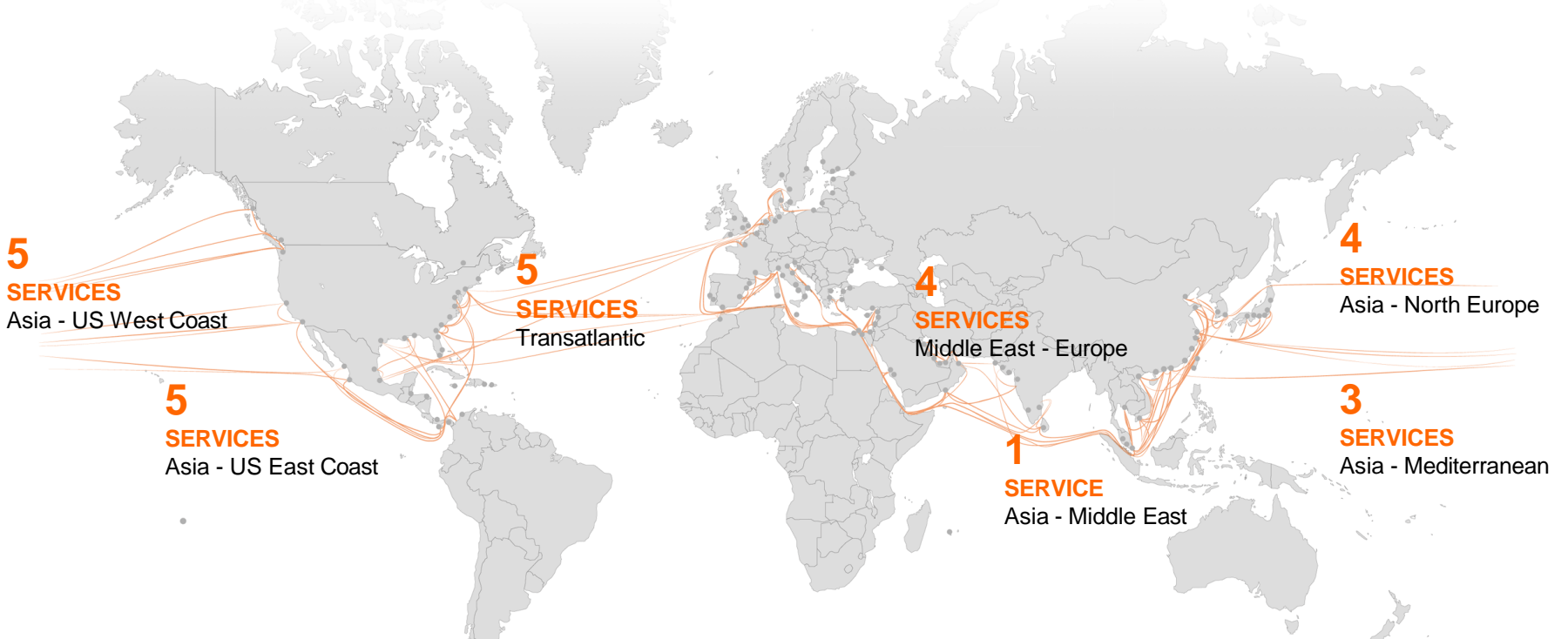
- Enable >80% on-time delivery of your cargo
- Link all your relevant markets with fast and resilient transit times
- Accelerate the decarbonization of your supply chains

We are prepared to deliver a reliable ocean transport: Aligned network ready for Suez Canal and Cape of Good Hope

- Due to the **on-going conflict in the Red Sea** a contingency **Cape Network** has been set-up
- As **like-minded partners** we have **jointly** and **efficiently** prepared options to ensure a smooth start of the Cooperation, with **flexibility** to adapt
- Both networks will **deliver on reliability and connectivity**, powered by the **innovative Hub-and-Spoke Network**
- Both networks ensure **broad port coverage** with an **efficient mainliner network, dedicated shuttle services** and complementing **feeder services**
- Decision** on final network option for launch of Gemini Cooperation **to be communicated in October**



The Suez network of Gemini Cooperation will consist of 27 mainline services and 30 dedicated shuttles ...



27 MAINLINE SERVICES

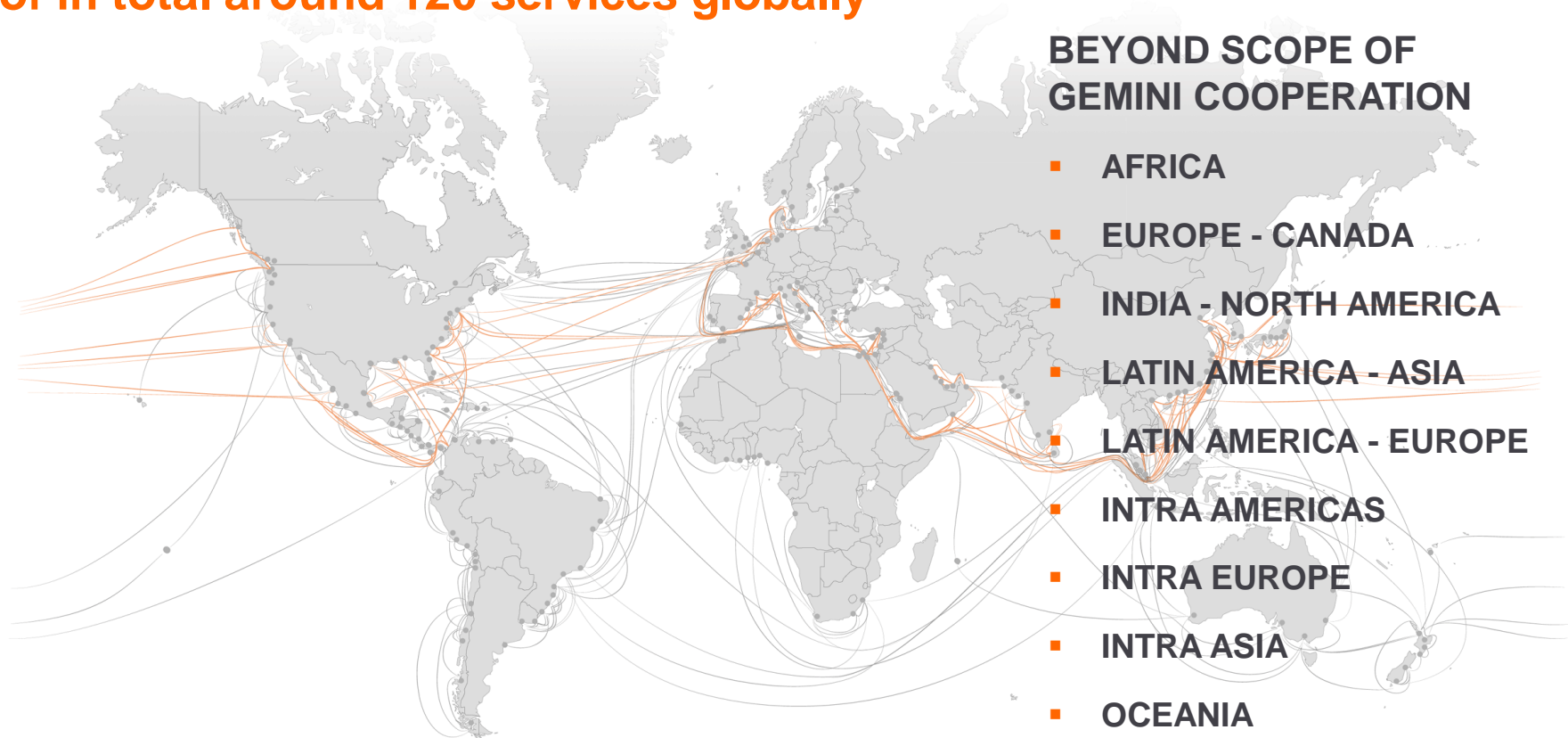
30 SHUTTLE SERVICES

87 UNIQUE PORTS

300 VESSELS

3.4 TEU M CAPACITY

... and will be an integral part of Hapag-Lloyd's overall network of in total around 120 services globally



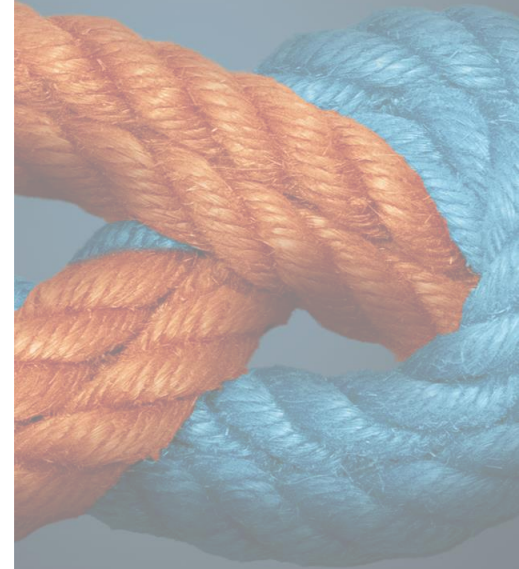
Agenda

- | | |
|---|----------|
| A. Gemini Cooperation Network at a Glance | 2 |
| B. Trade Overview Asia - Europe | 7 |
| C. Trade Overview Atlantic | 28 |
| D. Trade Overview Transpacific | 44 |
| E. Trade Overview Middle East | 63 |
| F. Overview Shuttle Network and Intra Regional Trades | 77 |

Asia - Europe

Highlights of our Asia - Europe services

- Comprehensive Asia product with unrivalled reliability
- Delivering robust, on-time and weekly service schedules to our customers
- Benefit from a broad coverage of key markets through dedicated shuttle network in Asia and Europe offering seamless connections
- Enhanced coverage allowing further connections to key markets, e.g. Asia to Africa and Europe to Oceania
- Seamlessly connected shuttle network at mostly owned or controlled hubs
- New connections, e.g. from / to Malaysia and from / to Koper (as a gateway into Central Europe)



Asia - Europe

Our Asia-Europe service in numbers

KEY FACTS

7

Services

72

Vessels

8

Ø Calls per service

18 TTEU

Ø Vessel size

>29

ports covered in Europe

>20

ports covered in Asia

13

shuttles connecting hubs and European gateways

12

shuttles connecting hubs and Asian gateways



Go to shuttle network

Asia - Europe

Key features and improvements of our Asia-Europe service

Transit times for selected port pairs (across Asia network)

Preliminary and subject to final network design

FROM	TO									
	Hamburg	Wilhelmshaven	Rotterdam	Felixstowe	Le Havre	Valencia	Barcelona	Istanbul	Genoa	Koper
Ningbo	32	33	29	31	33	31	30	28	31	26
Shanghai	35	32	32	32	32	31	29	31	31	27
Qingdao	36	37	33	33	38	35	32	30	36	30
Xiamen	32	36	31	32	37	31	27	29	35	30
Yantian	31	31	27	28	32	28	25	27	30	25
Tokyo	42	42	38	37	45	44	40	42	41	35
Busan	34	35	31	31	36	32	30	31	34	28
Laem Chabang	30	30	28	29	31	28	25	26	29	23
Haiphong	31	32	28	28	33	30	27	29	31	25
Vung Tau	31	29	28	29	29	26	23	25	28	22

> 90%
Schedule
reliability

> 95%
of volume gets faster
or remains same¹⁾

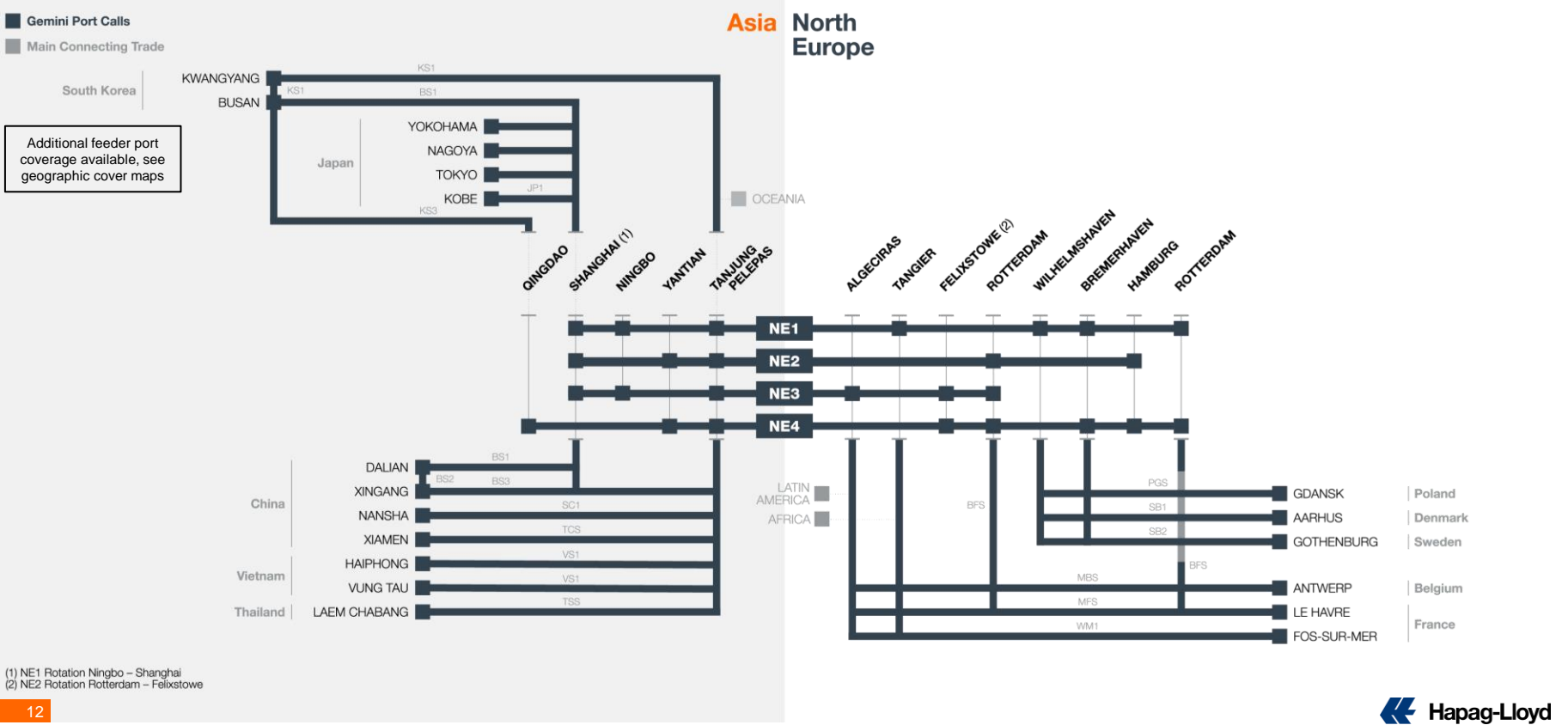
Asia - Europe

Port coverage on our Asia - North Europe services



Asia - Europe

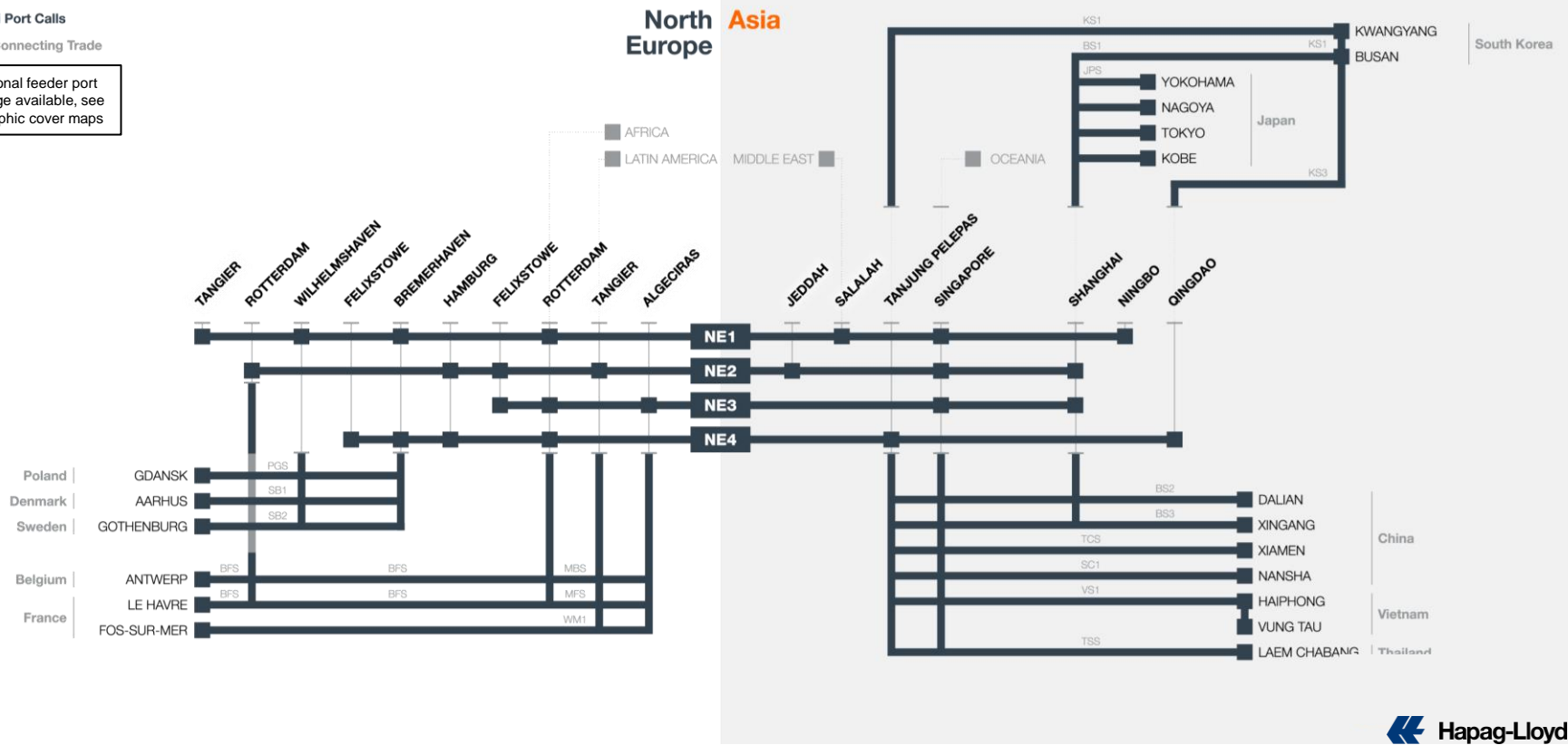
Our Asia - North Europe services at a glance



Asia - Europe

Our North Europe - Asia services at a glance

Gemini Port Calls
 Main Connecting Trade
 Additional feeder port coverage available, see geographic cover maps



Asia - Europe

Service Profile NE1



KEY SERVICE VALUE PROPOSITION

- Key service from Central China to North Europe via the Suez Canal
- Eastbound service from Germany, Scandinavia/Baltic to Central China and connection to Southeast Asia and Oceania
- Serving the markets from North and South Europe to the Middle East with a direct connection to Salalah (OM)

IMPORTANT CONNECTIONS

- Shuttles via Shanghai (CN) for Japanese and Korean cargo to and from Germany, Scandinavia and the Baltic
- Shuttles via Tanjung Pelepas (MY) for further Southeast Asia and South China destinations
- Connection to Scandinavia and the Baltics via Wilhelmshaven (DE)
- Tangier (MA) connects the remaining Mediterranean

Asia - Europe

Service Profile NE2



KEY SERVICE VALUE PROPOSITION

- Key service to connect Hamburg (DE) as additional gateway from Central and South China to North Europe via the Suez Canal
- Eastbound service with connection from the UK to Central China, Southeast Asia and Oceania
- Serving the markets from Europe to the Middle East with a direct connection to Jeddah (SA)

IMPORTANT CONNECTIONS

- Shuttles via Shanghai (CN) connect Japanese and Korean cargo to Rotterdam (NL) and Hamburg (DE)
- Shuttles via Rotterdam (NL) connect to Antwerp (BE) and Le Havre (FR)
- Tangier (MA) connects the remaining Mediterranean
- Mainline and shuttle connections to Ningbo (CN) and Southeast Asia through Tanjung Pelepas (MY)

Asia - Europe

Service Profile NE3



KEY SERVICE VALUE PROPOSITION

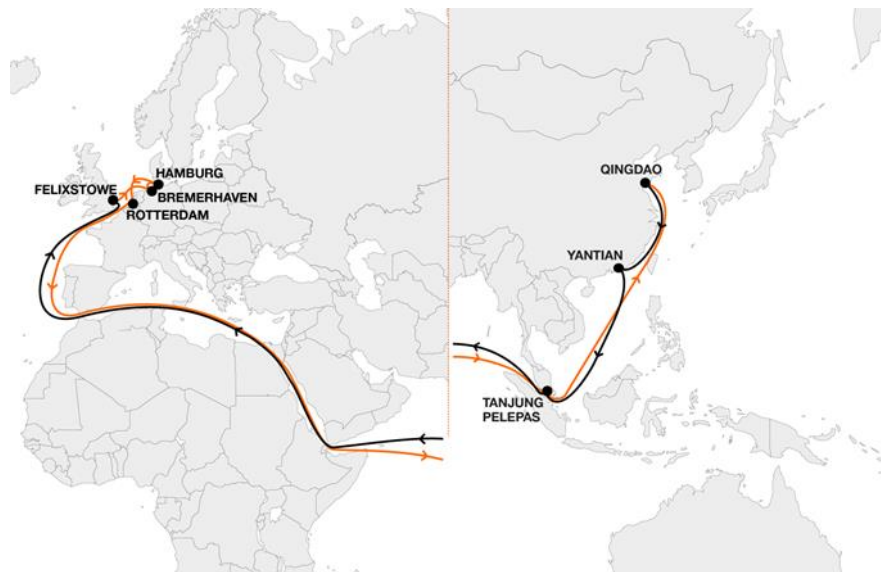
- Key service from Central China to South and North Europe via the Suez Canal
- Eastbound service from the Netherlands to Central China, Southeast Asia and Oceania

IMPORTANT CONNECTIONS

- Shuttles via Shanghai (CN) connect Japanese and Korean cargo to Felixstowe (UK)
- Shuttles to Antwerp (NL), Le Havre and Fos-sur-Mer (FR) via Algeciras (ES)
- Multiple westbound connections from South China and Southeast Asia through shuttles via Tanjung Pelepas (MY)

Asia - Europe

Service Profile NE4



KEY SERVICE VALUE PROPOSITION

- Key service from Central and South China to North Europe via the Suez Canal
- Eastbound service from Germany and the Netherlands to Southeast Asia
- Additional gateway option for Hamburg (DE) and the UK next to the NE2

IMPORTANT CONNECTIONS

- Shuttles via Tanjung Pelepas (MY) allow multiple westbound connections from Shanghai (CN), Ningbo (CN) and Southeast Asia
- Connection from Hamburg (DE), Bremerhaven (DE) and Rotterdam (NL) to Oceania via Singapore
- Connection to Scandinavia and the Baltics via Bremerhaven (DE)

Asia - Europe

Port coverage on our Asia - South Europe services

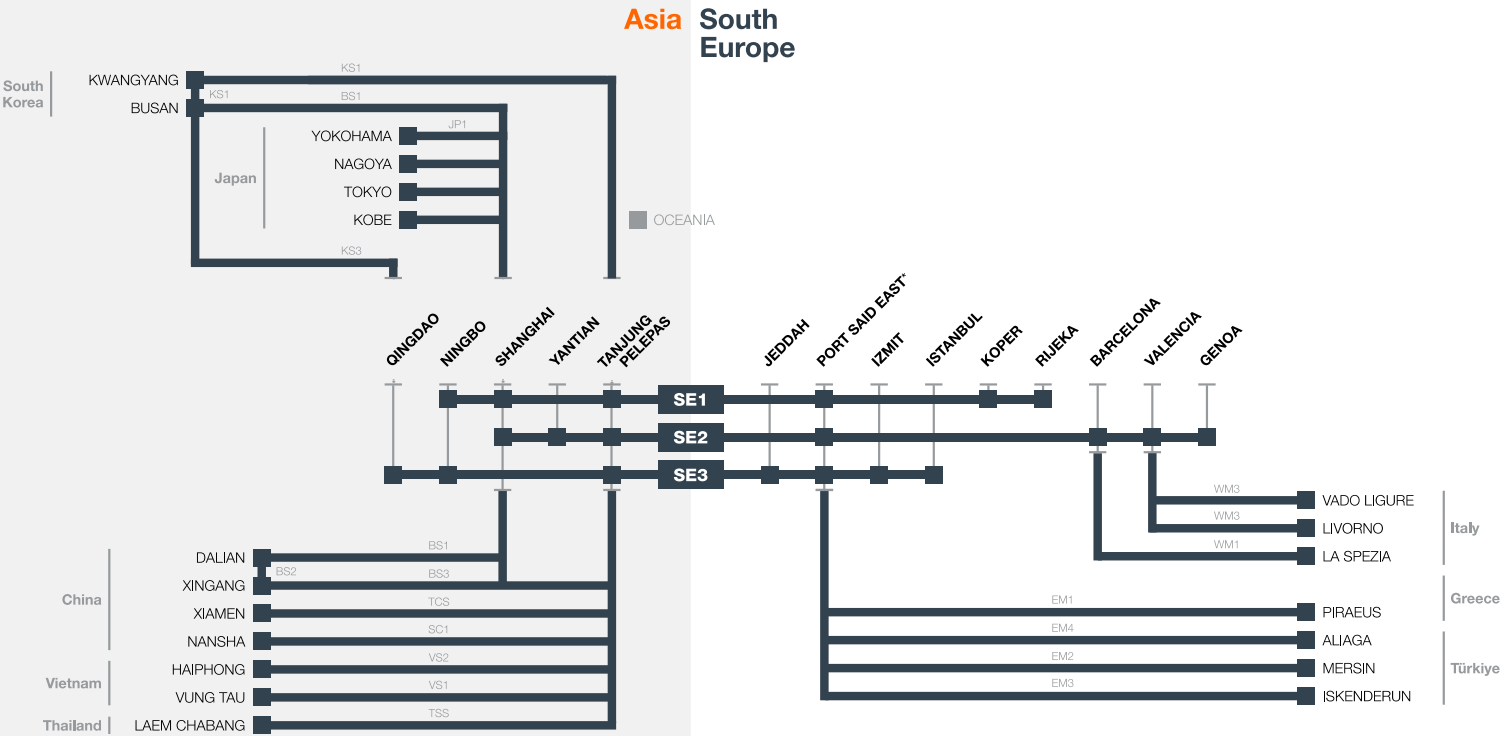


Asia - Europe

Our Asia - South Europe services at a glance

Gemini Port Calls
 Main Connecting Trade

Additional feeder port coverage available, see geographic cover maps



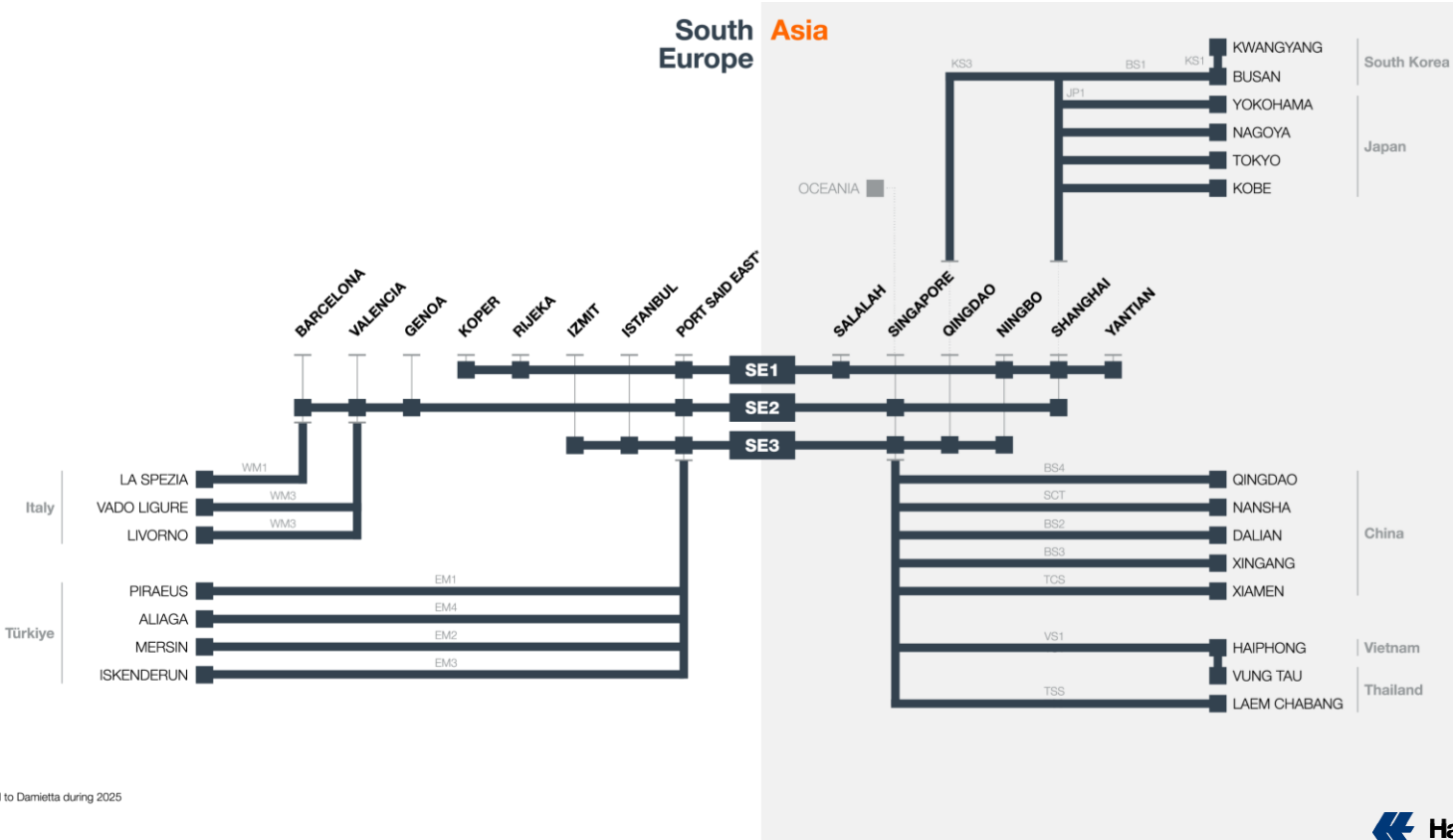
*Certain Port Said East EB calls will be shifted to Damietta during 2025

Asia - Europe

Our South Europe - Asia services at a glance

- Gemini Port Calls
- Main Connecting Trade

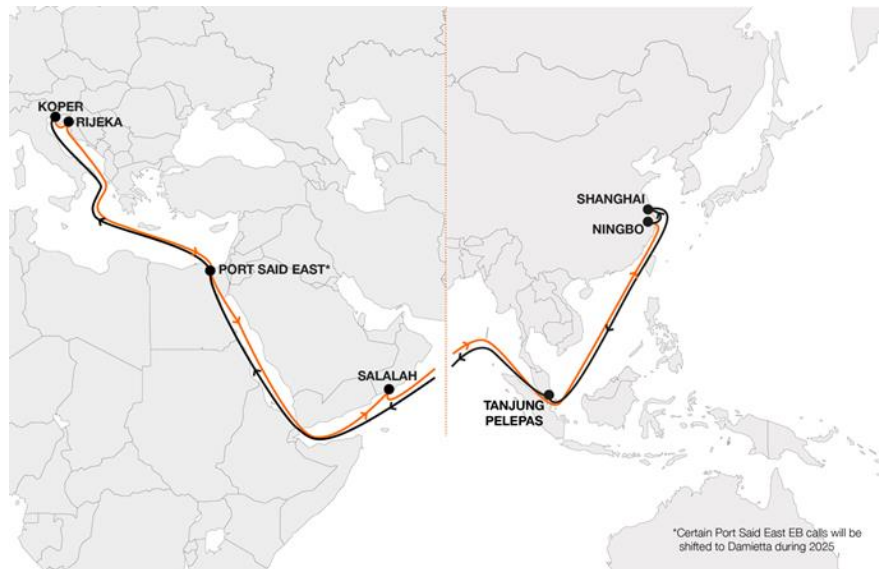
Additional feeder port coverage available, see geographic cover maps



*Certain Port Said East EB calls will be shifted to Damietta during 2025

Asia - Europe

Service Profile SE1



KEY SERVICE VALUE PROPOSITION

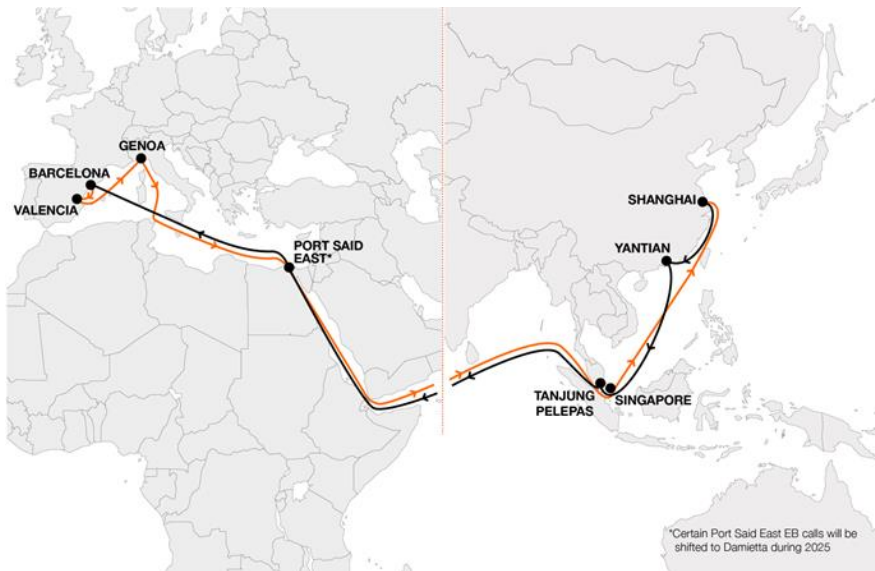
- Key service from Koper (SI) and Rijeka (HR) as gateways to Central European markets from Central China via the Suez Canal
- Serving the markets from the Middle East with direct connections to Salalah (OM) and Port Said East (EG)

IMPORTANT CONNECTIONS

- Shuttles via Shanghai (CN) connect Japanese and Korean cargo
- Shuttles via Tanjung Pelepas (MY) allow multiple westbound connections from Asia
- Port Said East (EG) enables fast and efficient transit from and to Türkiye, Levant and Greece plus Black Sea markets covered via additional feeders

Asia - Europe

Service Profile SE2



KEY SERVICE VALUE PROPOSITION

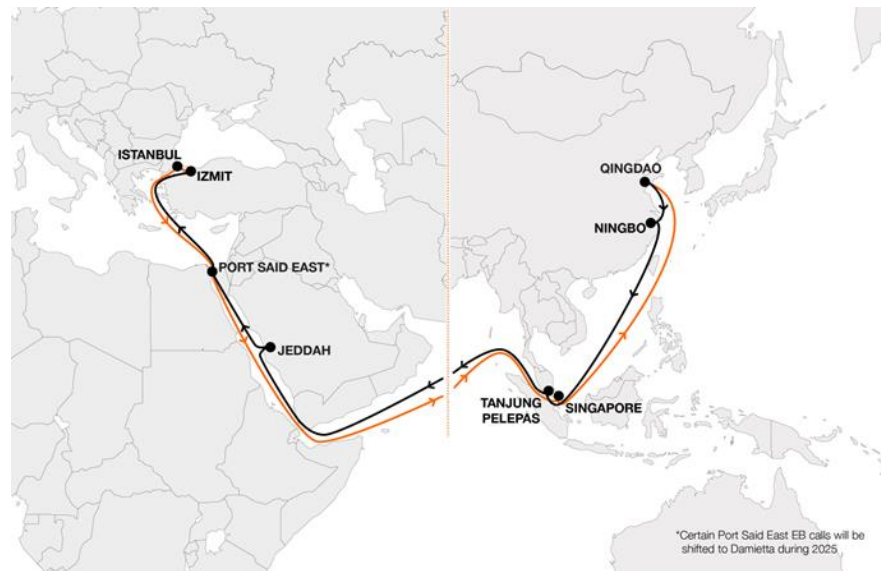
- Key service from South Europe as gateway to European markets from Central and South China via the Suez Canal
- Eastbound service to export markets from Spain and Italy to Central and South China, Southeast Asia and Oceania via Singapore (SG)

IMPORTANT CONNECTIONS

- Shuttles via Shanghai (CN) connect Japanese and Korean cargo to Spain and Italy
- Shuttles from Port Said East (ES) connect to Turkey
- Shuttles via Valencia (ES) cover additional Italian ports
- Shuttles via Tanjung Pelepas (MY) allow multiple westbound connections, e.g. Xiamen (CN) and Vung Tau (VN)

Asia - Europe

Service Profile SE3



KEY SERVICE VALUE PROPOSITION

- Key service from Türkiye as gateway to Europe from Qingdao (CN) and Ningbo (CN) via the Suez Canal
- Serving the markets from the Middle East with direct connections to Port Said East (EG) and Jeddah (SA)
- Connects Asia with the markets of the Middle East

IMPORTANT CONNECTIONS

- Shuttles via Tanjung Pelepas (MY) connect Korean cargo to Türkiye
- Shuttles via Tanjung Pelepas (MY) allow multiple connections to e.g. Nansha (CN) or Haiphong (VN)
- Port Said East (EG) and Jeddah (SA) enable fast and efficient transit from and to Türkiye, Levant and Greece plus Black Sea markets covered via additional feeders

Agenda

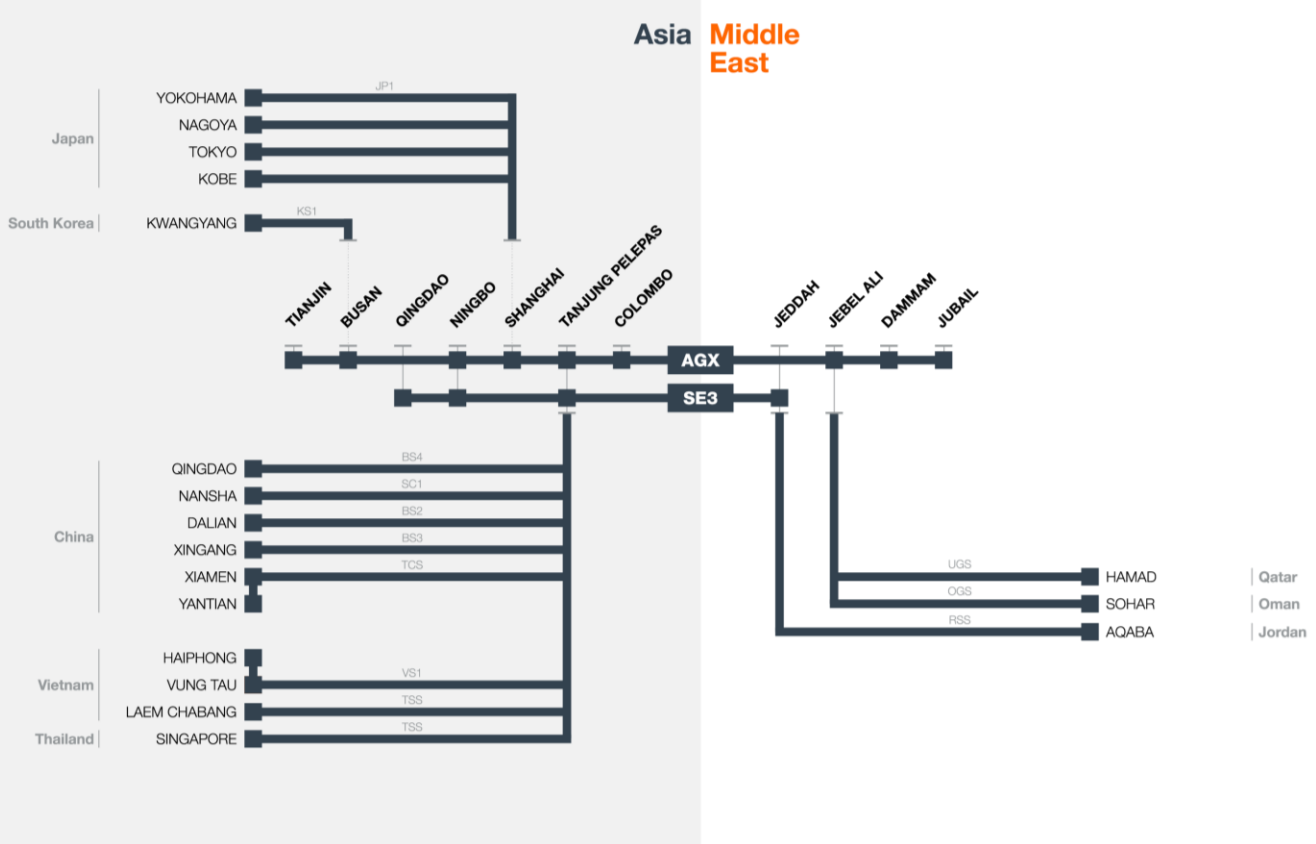
A.	Gemini Cooperation Network at a Glance	2
B.	Trade Overview Asia - Europe	6
	Asia-Middle East	24
C.	Trade Overview Atlantic	20
D.	Trade Overview Transpacific	30
E.	Trade Overview Middle East	43
F.	Overview Shuttle Network and Intra Regional Trades	51

Middle East

Our Middle East to Asia services at a glance

- Gemini Port Calls
- Main Connecting Trade

Additional feeder port coverage available, see geographic cover maps

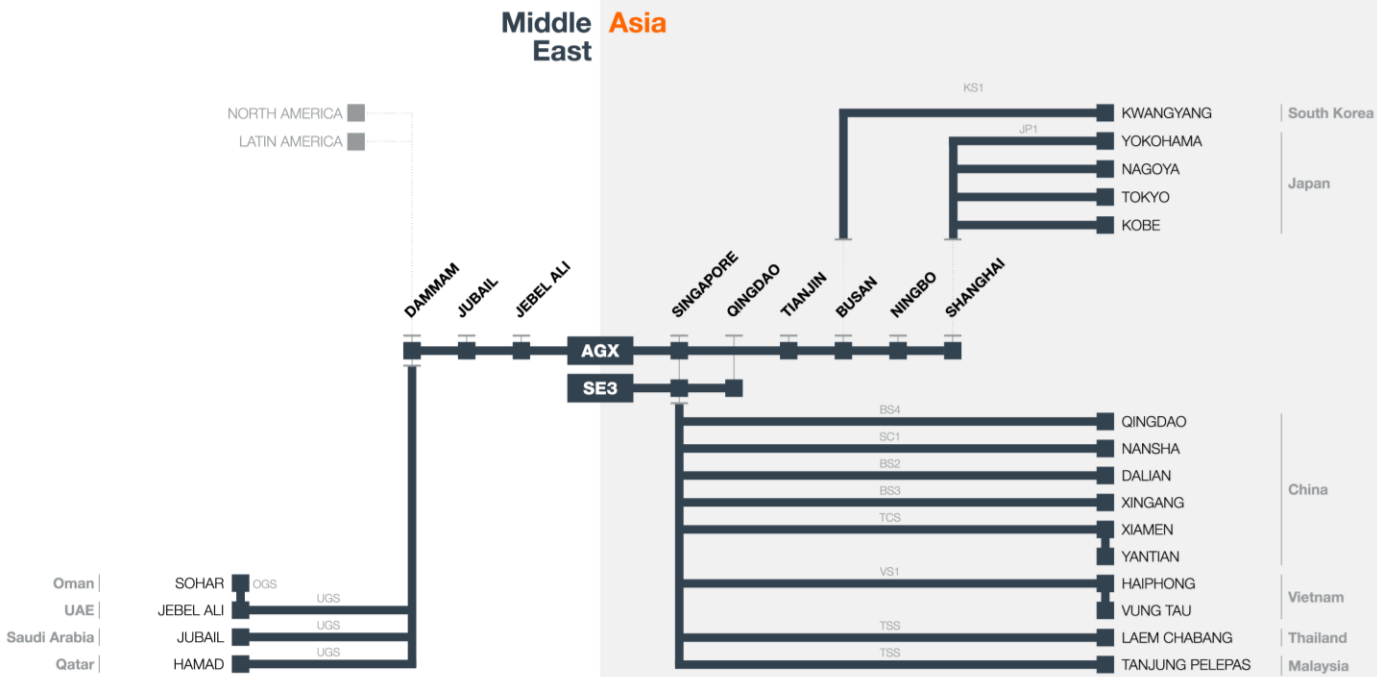


Middle East

Our Middle East to Asia services at a glance

- Gemini Port Calls
- Main Connecting Trade

Additional feeder port coverage available, see geographic cover maps



Asia-Middle East

Service Profile AGX



KEY SERVICE VALUE PROPOSITION

- Key service from Busan (KR), Tianjin (CN), Shanghai (CN) and Ningbo (CN) to the Arabian Gulf
- Eastbound service from the Arabian Gulf to East Asia and Oceania via Singapore (SG)

IMPORTANT CONNECTIONS

- Shuttles from Jebel Ali (AE) into the Arabian Gulf
- Shuttles via Tanjung Pelepas (MY) and Shanghai (CN) allow multiple westbound connections from Southeast Asia and Oceania

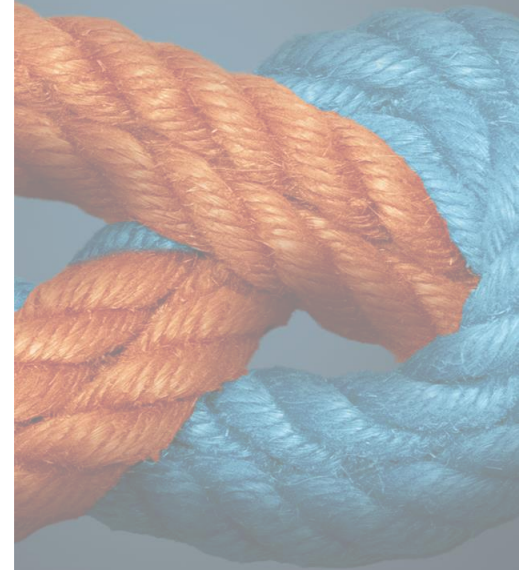
Agenda

- | | | |
|-----------|--|-----------|
| A. | Gemini Cooperation Network at a Glance | 2 |
| B. | Trade Overview Asia - Europe | 7 |
| C. | Trade Overview Atlantic | 28 |
| D. | Trade Overview Transpacific | 44 |
| E. | Trade Overview Middle East | 63 |
| F. | Overview Shuttle Network and Intra Regional Trades | 77 |

Atlantic

Highlights of our Atlantic services

- Highly reliable and resilient Atlantic network with competitive transit times
- Strong product with excellent coverage connecting North and South Europe with the USA and Mexico
- Prime product out of North Europe to the US East and Gulf Coast
- Continued dedicated Mexico services out of North and South Europe
- Strong connectivity from the West Mediterranean via Tangier to the US East Coast
- Efficient US West Coast coverage via Cartagena
- Continued Atlantic Canada and East Mediterranean coverage through Hapag-Lloyd services outside of the Gemini Cooperation scope



Atlantic

Our Atlantic service in numbers

KEY FACTS

5 + 1*

Services

36

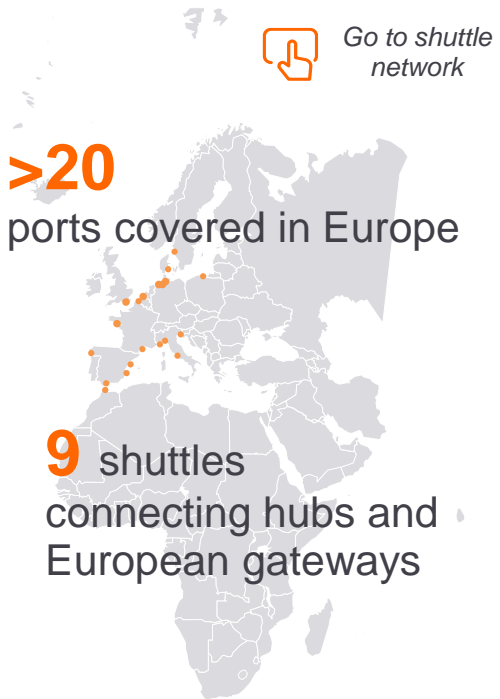
Vessels

8

Ø Calls per service

6.0 TTEU

Ø Vessel size



Atlantic

Key features and improvements of our Atlantic service

Transit times for selected port pairs (across Atlantic network)

Preliminary and subject to final network design

FROM	TO								
	New York	Norfolk	Philadelphia	Baltimore	Charleston	Savannah	Houston	Veracruz	Altamira
Hamburg	13	9 ²	16 ³	21	13	17	16 ²	15	18
Antwerp	18	15	24	23	18	21	22	19	21
Rotterdam	16	13	21	24	10	15	20	18	22
Southampton	17	20	24	23	16	21	27	22	26
Le Havre	20	22	31	26	16	21	29	22	25
Genoa	16	19	35	22	25	33	26	20	22
Livorno	16	21	37	21	27	33	26	18	21
Valencia	13	18	34	18	24	30	23	15	18
Barcelona	15	17	38	20	29	32	25	17	20
Fos-sur-Mer	19	23	34	25	25	35	30	23	25

> 90%
Schedule
reliability

> 85%
of volume gets faster
or remains same¹⁾

Atlantic

Port coverage on our North America - North Europe services

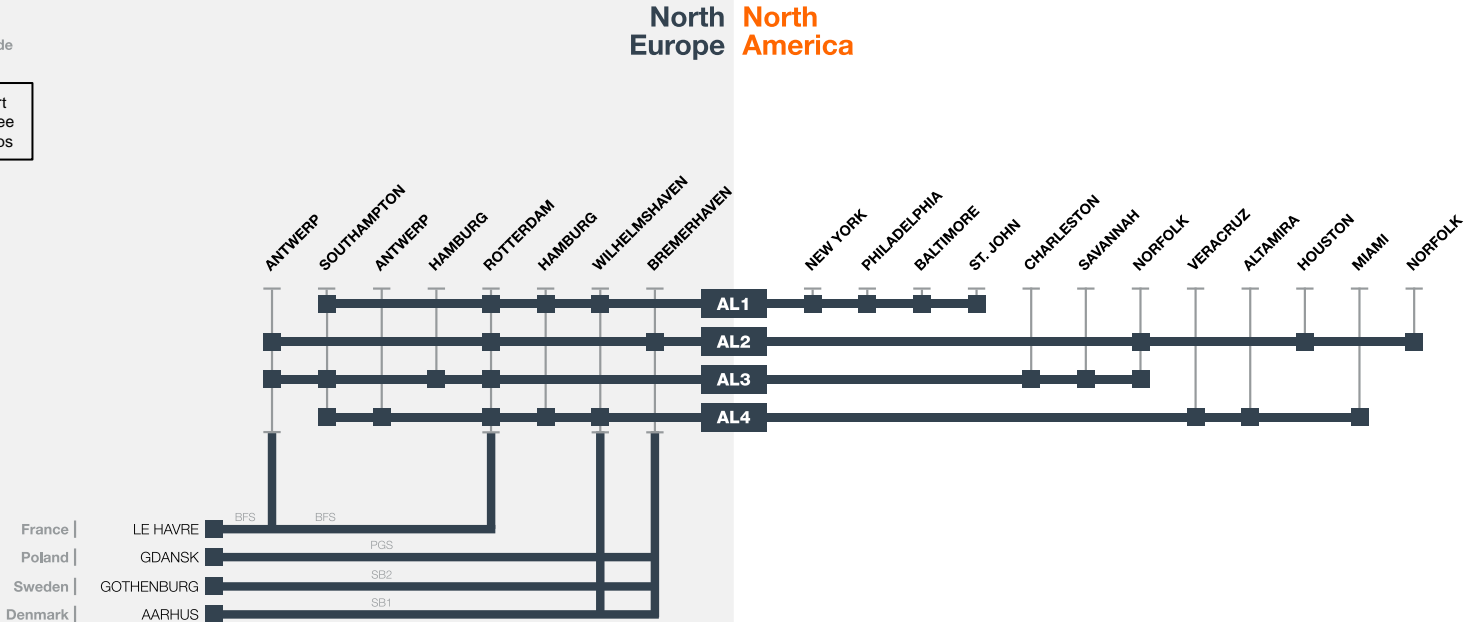


Atlantic

Our North Europe to North America services at a glance

- Gemini Port Calls
- Main Connecting Trade

Additional feeder port coverage available, see geographic cover maps



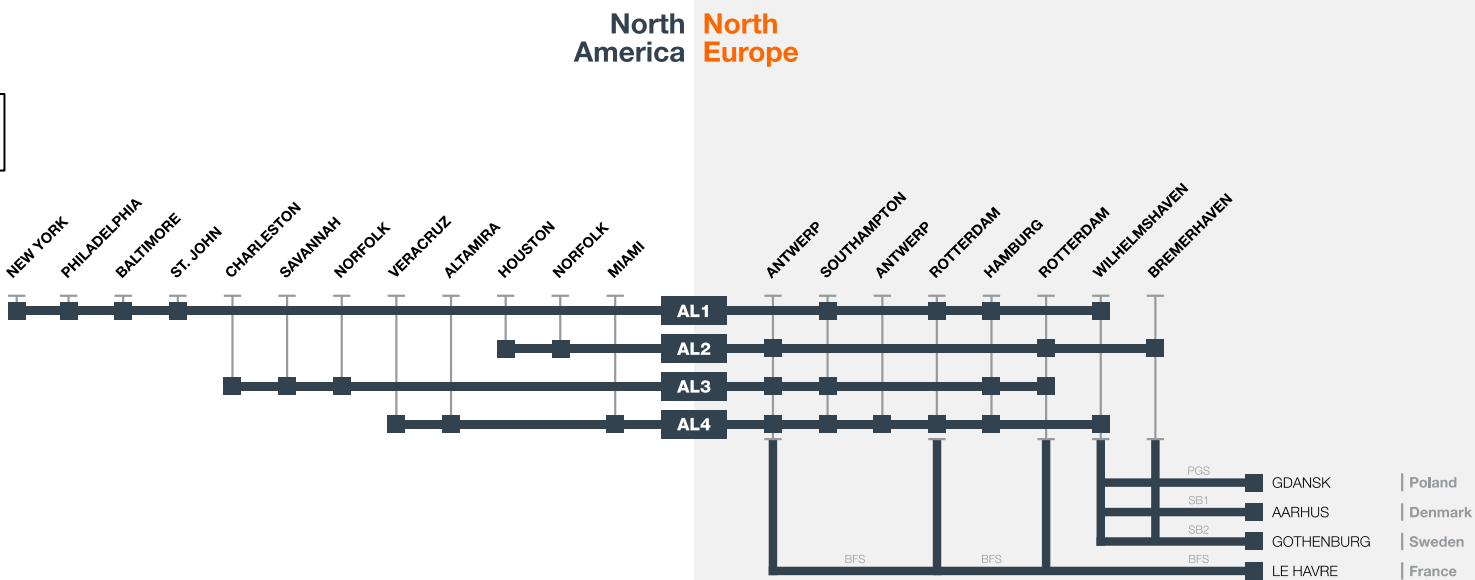
Baltic Shuttle ports can be connected to AL3 and AL4 service via feeder services in Hamburg | Miami & Los Angeles covered via Cartagena
 (1) On AL4 first Wilhelmshaven and then Hamburg

Atlantic

Our North America to North Europe services at a glance

- Gemini Port Calls
- Main Connecting Trade

Additional feeder port coverage available, see geographic cover maps



Baltic Shuttle ports can be connected to AL3 and AL4 service via feeder services in Hamburg

North Europe - North America

Service Profile AL1



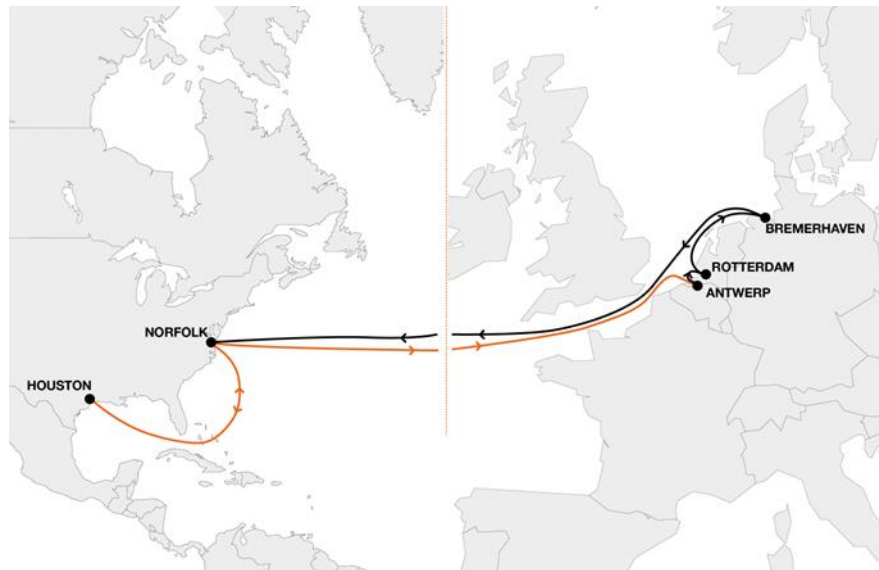
KEY SERVICE VALUE PROPOSITION

- Extended coverage of the US East Coast
- Prime product from Central Europe with two gateway options in Hamburg (DE) and Wilhelmshaven (DE) to New York (US)
- Coverage of Philadelphia (US) and Baltimore (US)

IMPORTANT CONNECTIONS

- Le Havre (FR) connected by dedicated shuttle via Rotterdam with connectivity westbound and eastbound
- Shuttles via Wilhelmshaven (DE) connect to Poland, Sweden and Denmark
- Comprehensive intermodal connections into US Midwest
- Scandinavian markets covered via network of feeders

North Europe - North America

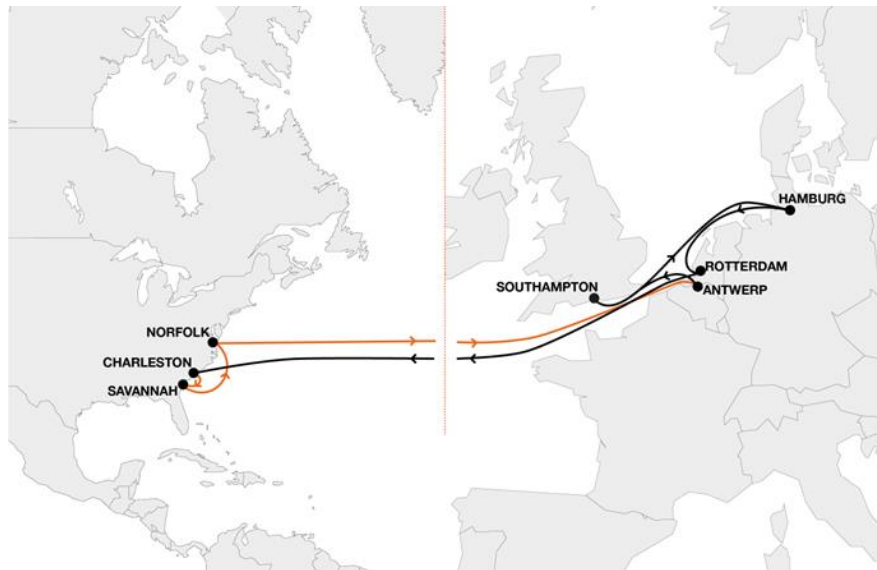
Service Profile AL2**KEY SERVICE VALUE PROPOSITION**

- Core service from Benelux and Germany non-stop to Norfolk (US) and Houston (US) as second port westbound

IMPORTANT CONNECTIONS

- Le Havre (FR) connected by dedicated shuttle via Rotterdam (NL)
- Shuttles via Bremerhaven (DE) connect to Poland, Sweden and Denmark
- Scandinavian markets covered via network of feeders

North Europe - North America

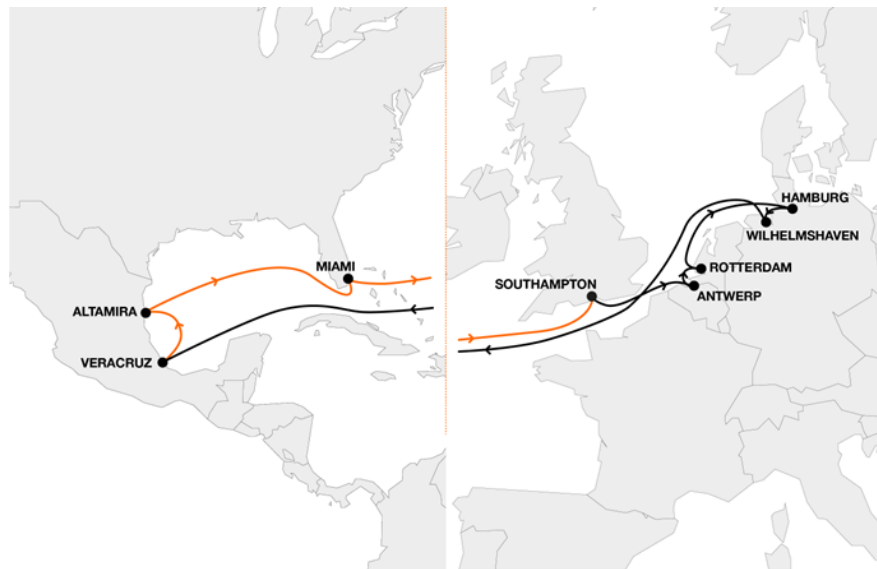
Service Profile AL3**KEY SERVICE VALUE PROPOSITION**

- Concentrated coverage of the South Atlantic market
- Key service for connections from the UK, Germany and Benelux markets to Charleston (US)
- Coverage of the German and Benelux hinterland market eastbound and westbound with calls in both Antwerp (NL) and Rotterdam (NL)

IMPORTANT CONNECTIONS

- Le Havre (FR) connected by dedicated shuttle via Rotterdam (NL)
- Scandinavian markets connected via Hamburg (DE) by a comprehensive feeder network

North Europe - North America

Service Profile AL4**KEY SERVICE VALUE PROPOSITION**

- Core Mexico service without stopover in the US, with key attributes like no U.S. AMS required
- Key service for connections from North Europe to Mexico and Miami (US)
- Prime eastbound service from Mexico & Miami (US) to the UK and Benelux markets

IMPORTANT CONNECTIONS

- Le Havre (FR) connected by dedicated shuttle via Rotterdam (NL)
- All Scandinavian markets connected through Wilhelmshaven (DE) by a comprehensive network of feeders

Atlantic

Port coverage on our North America - South Europe services



Atlantic

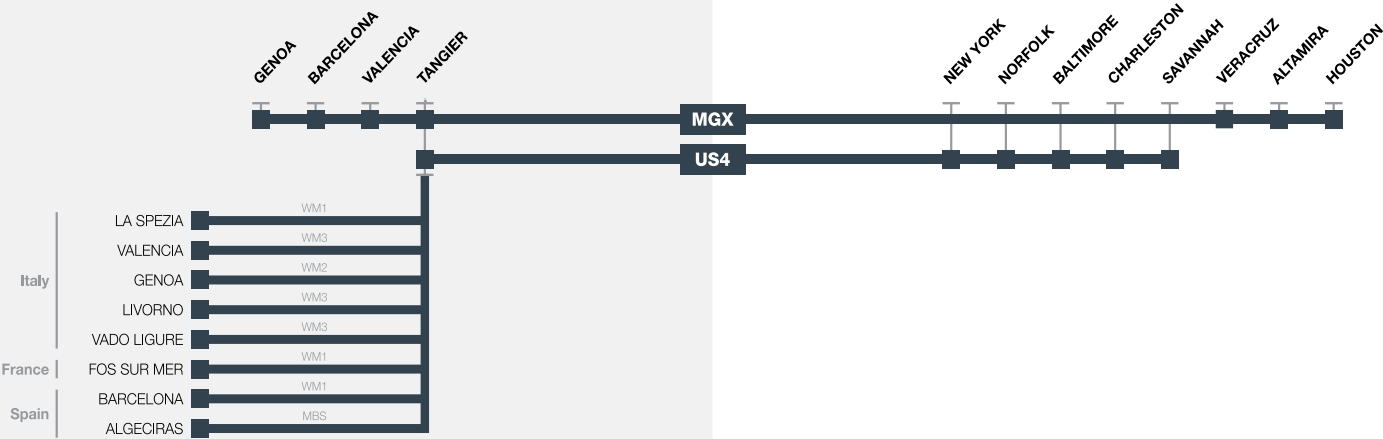
Our South Europe to North America services at a glance

- Gemini Port Calls
- Main Connecting Trade

Additional feeder port coverage available, see geographic cover maps

South Europe North America

- ■ LATIN AMERICA
- ■ MIDDLE EAST
- ■ AFRICA

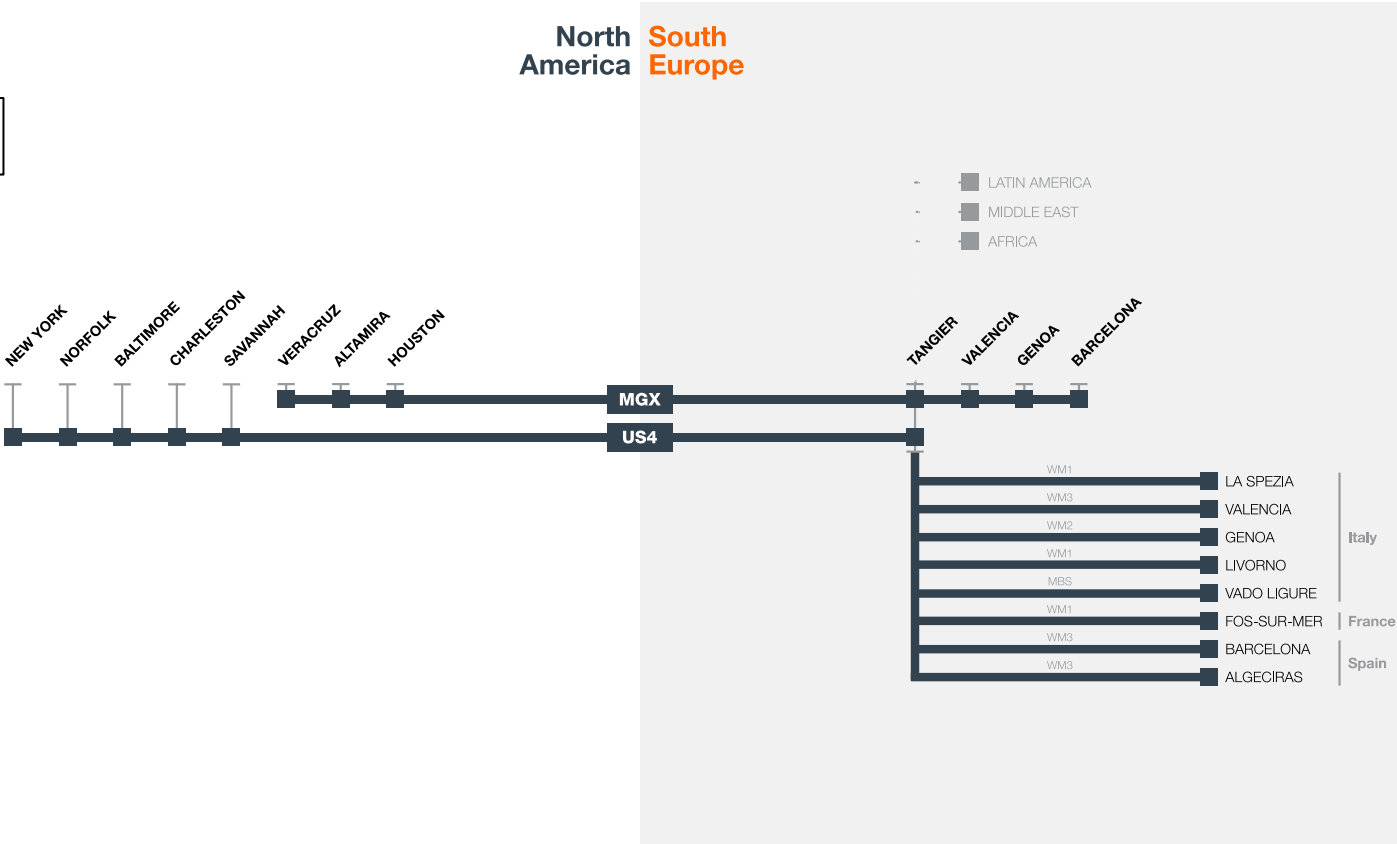


Atlantic

Our North America to South Europe services at a glance

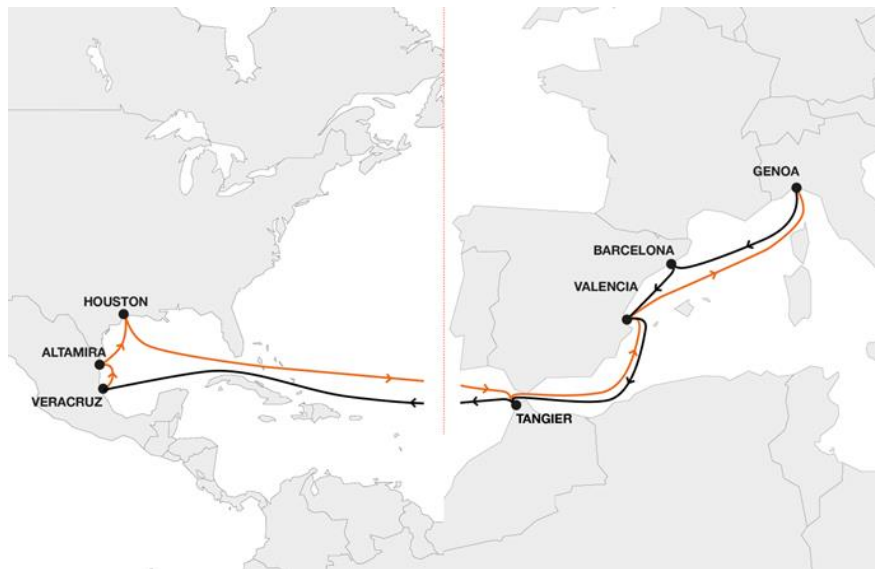
- Gemini Port Calls
- Main Connecting Trade

Additional feeder port coverage available, see geographic cover maps



Mediterranean - North America

Service Profile MGX



KEY SERVICE VALUE PROPOSITION

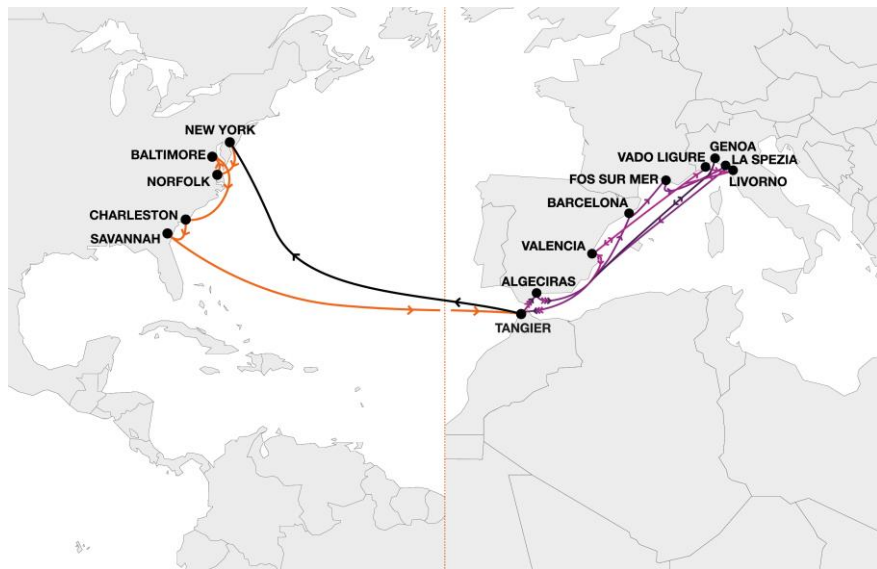
- Core West Mediterranean to Mexico service without stopover in the US
- Comprehensive coverage of the Spanish market with non-stop connection from Spain to Mexico
- Eastbound and westbound calls in Valencia (ES) providing excellent connections in both directions

IMPORTANT CONNECTIONS

- Livorno (IT) and Fos-sur-Mer (FR) connected by reliable shuttle via dedicated hub in Tangier (MA)
- Tangier (MA) calls allowing excellent connection to the global network from and to other Mediterranean markets, Africa and the Middle East

Mediterranean - North America

West Med Shuttles + US4



KEY SERVICE VALUE PROPOSITION

- Extensive coverage of West Mediterranean ports to the US East Coast
- Connectivity through shuttle network to US4 service via hub in Tangier (MA)
- New York (US) as first westbound call for fastest transit time
- Addition of Baltimore (US) and Charleston (US) coverage on the US East Coast

IMPORTANT CONNECTIONS

- Tangier (MA) calls allowing excellent connection to the global network from and to Africa and the Middle East

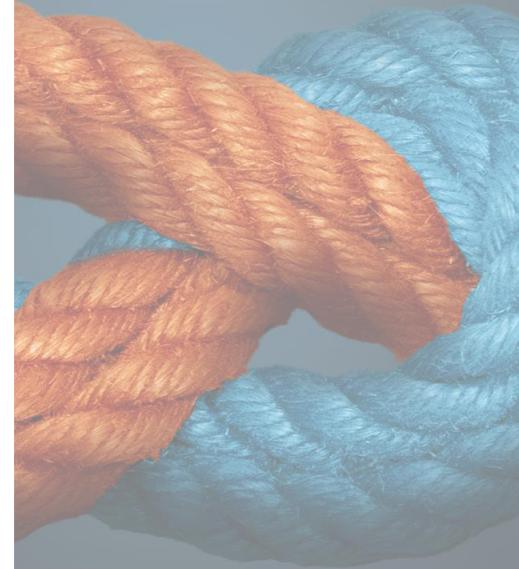
Agenda

- | | | |
|-----------|--|-----------|
| A. | Gemini Cooperation Network at a Glance | 2 |
| B. | Trade Overview Asia - Europe | 7 |
| C. | Trade Overview Atlantic | 28 |
| D. | Trade Overview Transpacific | 44 |
| E. | Trade Overview Middle East | 63 |
| F. | Overview Shuttle Network and Intra Regional Trades | 77 |

Transpacific

Highlights of our Transpacific service

- Comprehensive Transpacific product with unrivalled reliability
- Delivering robust, on-time and weekly service schedules to our customers
- The new network will provide connections between all key Asia and North American ports and gateways with further inland connections to all key rail ramps and doors
- Extensive coverage of Southeast Asia and Japan through our shuttle network via hubs
- Seamless connection through our innovative Hub & Spoke system



Transpacific

Our Transpacific service in numbers

KEY FACTS

10

Services

99

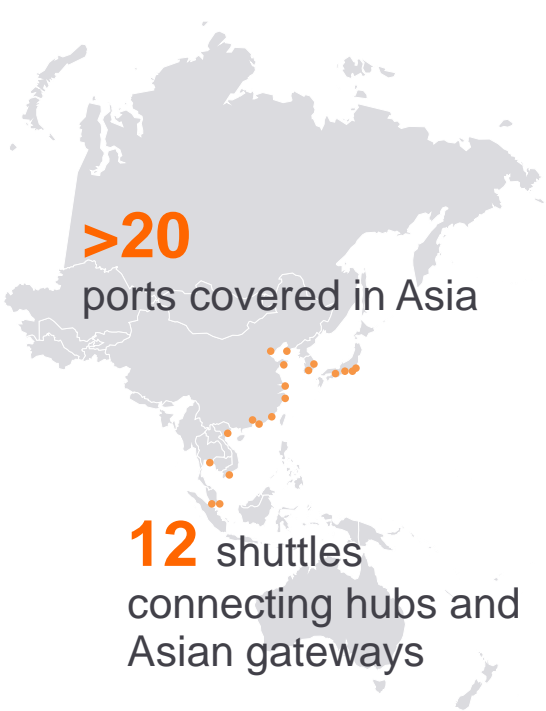
Vessels

7

Ø Calls per service

10.5 TTEU

Ø Vessel size



Transpacific

Key features and improvements of our Transpacific service

Transit times for selected port pairs (across Transpacific network)

Preliminary and subject to final network design

FROM	TO										
	Los Angeles	Oakland	Tacoma	Vancouver	Prince Rupert	New York	Baltimore	Norfolk	Charleston	Houston	
Shanghai	17	27	16	25	19	34	40	38	32	31	
Yantian	16	29	20	28	23	36	43	39	37	35	
Ningbo	15	31	21	30	25	38	44	41	36	35	
Qingdao	22	31	17	26	21	39	48	42	40	37	
Xiamen	21	30	23	30	20	40	48	41	41	36	
Nansha	18	43	34	43	38	35	42	42	42	28	
Vung Tau	23	39	31	40	30	32	39	36	37	44	
Haiphong	24	34	27	36	31	37	43	40	41	40	
Laem Chabang	25	35	28	36	31	35	41	38	41	41	
Busan	14	23	12	21	16	29	46	33	31	29	

> 90%
Schedule reliability

> 90%
of volume gets faster or remains same¹⁾

47 1) Based on top 100 port pairs for which both data points (Gemini Cooperation proforma and today's actuals) are available. Today's actuals based on varying number of voyages and calculated as median. Considering +/- 1 day as same

Transpacific

Port coverage on our Transpacific services

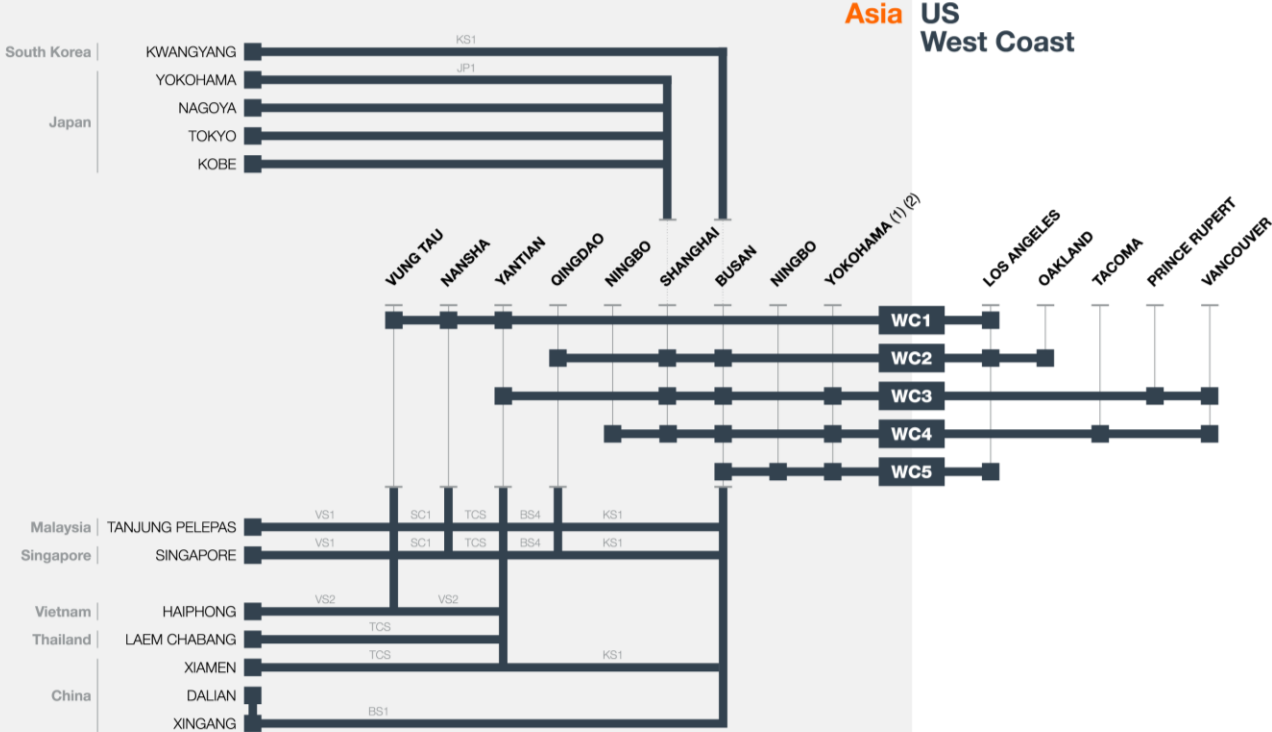


Transpacific

Our Asia to US West Coast services at a glance

Gemini Port Calls
 Main Connecting Trade

Additional feeder port coverage available, see geographic cover maps



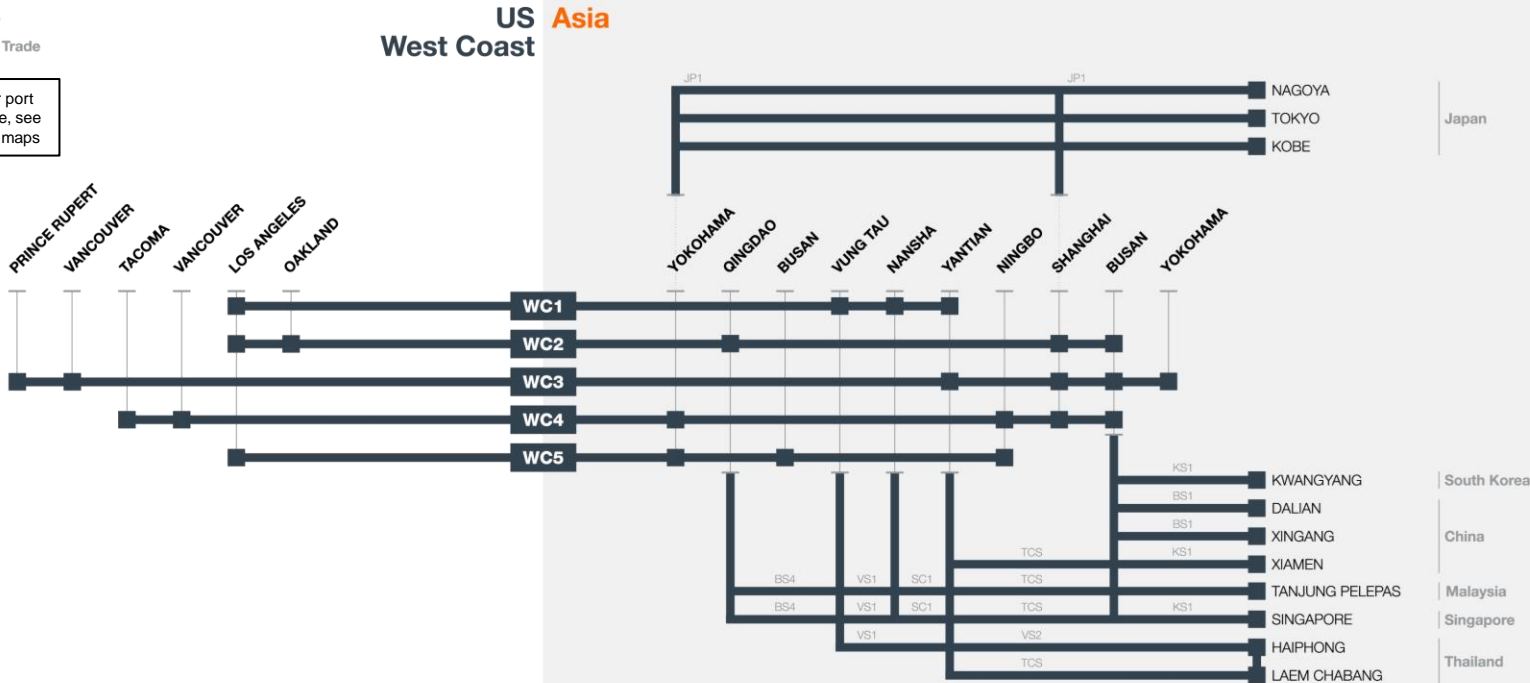
(1) WC5 Rotation: Yokohama – Busan – Ningbo
 (2) WC4 Rotation: Yokohama – Ningbo – Shanghai – Busan

Transpacific

Our US West Coast to Asia services at a glance

- Gemini Port Calls
- Main Connecting Trade

Additional feeder port coverage available, see geographic cover maps



Asia - US West Coast

Service Profile WC1



KEY SERVICE VALUE PROPOSITION

- Key service to connect Southeast Asia to the US West Coast
- Direct connection from Yantian (CN) to Los Angeles (US)
- Direct connection from Los Angeles (US) to Vung Tau (VN)

IMPORTANT CONNECTIONS

- Shuttles via Yantian (CN) and Vung Tau (VN) serve Southeast Asia markets

Asia - US West Coast

Service Profile WC2



KEY SERVICE VALUE PROPOSITION

- Key service to connect Central China and South Korea to the US West Coast
- Direct connection from Busan (KR) to Los Angeles (US)
- Direct connection from Oakland (US) to Qingdao (CN)

IMPORTANT CONNECTIONS

- Shuttles from Shanghai (CN) serve Japan
- Shuttles from Busan serve the markets of the Bohai Sea

Asia - Canada West Coast

Service Profile WC3



KEY SERVICE VALUE PROPOSITION

- Key service to connect China, South Korea and Japan to the Canada West Coast
- Canada only service to Vancouver (CA) and direct connection to Prince Rupert (CA)

IMPORTANT CONNECTIONS

- Shuttles from Yantian (CN) connects to Laem Chabang (TH), Haiphong (VN) and Vung Tau (VN)
- Inland network connects to all key rail ramps and doors in Canada and the US

Asia - Canada & US West Coast

Service Profile WC4



KEY SERVICE VALUE PROPOSITION

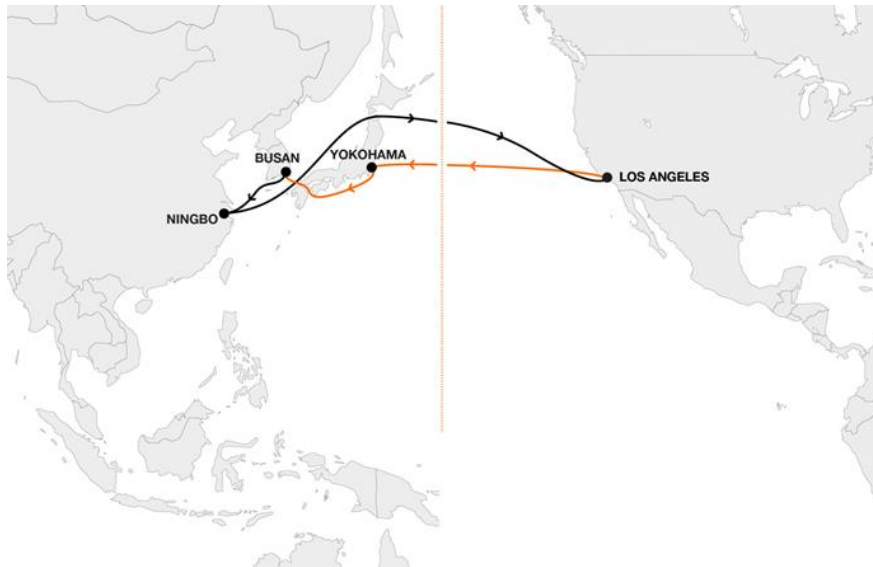
- Key service to connect Central China, South Korea and Japan to the Canada West Coast and US West Coast
- Direct connection from Busan (KR) to Tacoma (US)
- Direct connection from Vancouver (CA) to Yokohama (JP)

IMPORTANT CONNECTIONS

- Shuttles from Busan (KR) connect to Qingdao (CN), Dalian (CN), and Xingang (CN)
- Further Shuttle via Busan (KR) allows for connection to the Southeast Asian Gateways
- Inland network connects to all key rail ramps and doors in Canada and the US

Asia - US West Coast

Service Profile WC5



KEY SERVICE VALUE PROPOSITION

- Key service to connect Central China, South Korea and Japan to the US West Coast
- Direct connection from Ningbo (CN) to Los Angeles (US)
- Direct connection from Los Angeles (US) to Yokohama (JP)

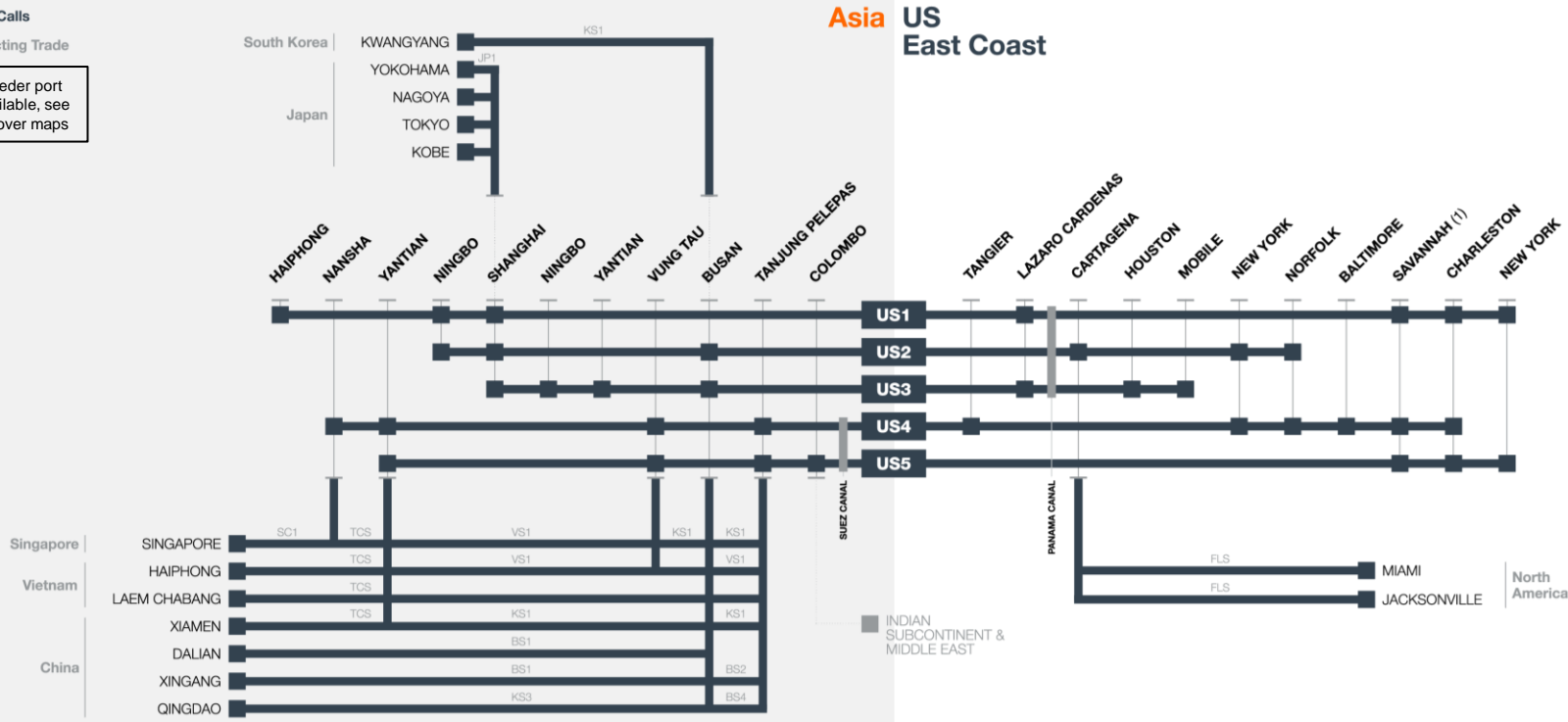
IMPORTANT CONNECTIONS

- Shuttle from Busan (KR) serve the markets of the Bohai Sea
- Shuttle from Yokohama (JP) covers additional Japanese ports

Transpacific

Our Asia to US East Coast services at a glance

Gemini Port Calls
 Main Connecting Trade
 Additional feeder port coverage available, see geographic cover maps



(1) US4 Rotation: Charleston – Savannah

Transpacific

Our US East Coast to Asia services at a glance

■ Gemini Port Calls

■ Main Connecting Trade

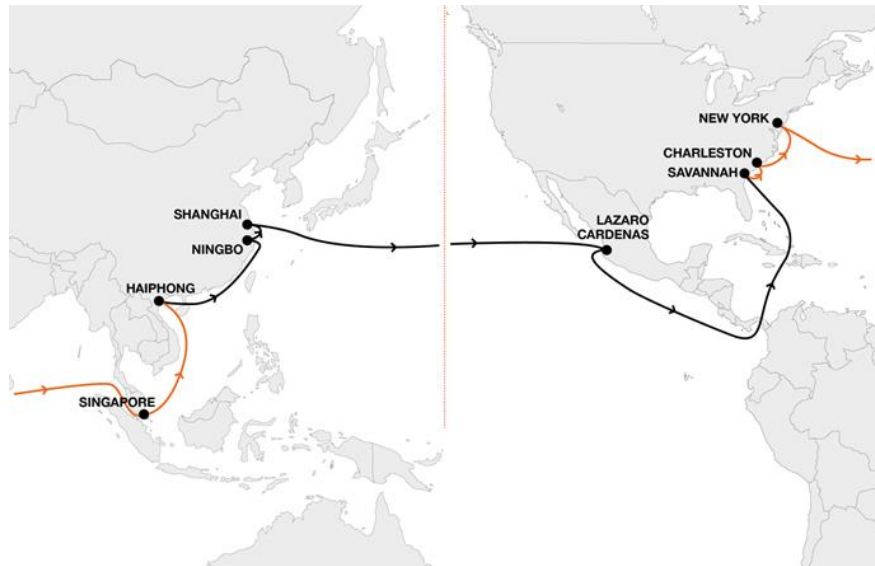
Additional feeder port coverage available, see geographic cover maps



(1) US3 Rotation Shanghai - Ningbo

Asia - US East Coast

Service Profile US1



KEY SERVICE VALUE PROPOSITION

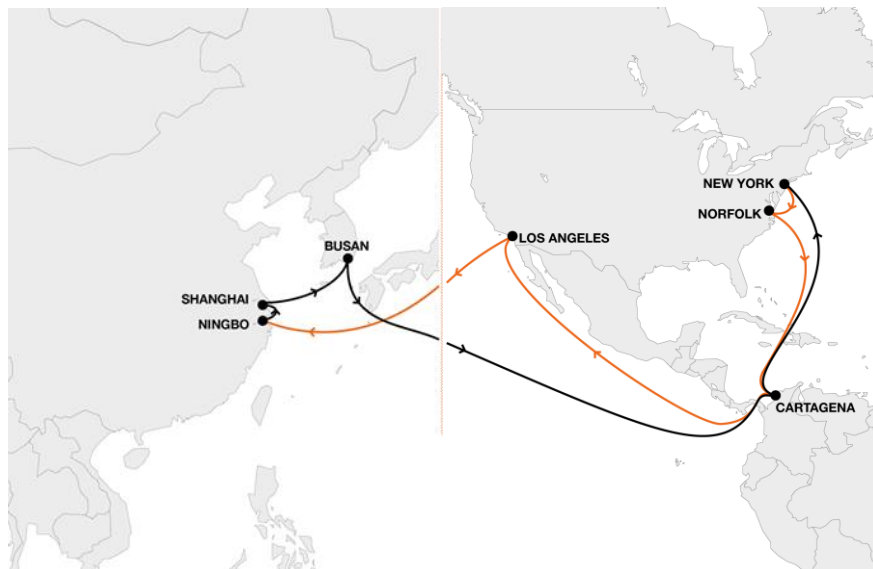
- Key service to connect Central China and Southeast Asia to Lazaro Cardenas (MX) and the US East Coast via the Panama Canal
- Direct connection from Shanghai (CN) to Lazaro Cardenas (MX)

IMPORTANT CONNECTIONS

- Shuttles from Shanghai (CN) connect to Japan
- Cross-border rail network accesses to Dallas (US) via Lazaro Cardenas (MX)
- Southeast Asia coverage via Singapore (SG)

Asia - US East Coast

Service Profile US2



KEY SERVICE VALUE PROPOSITION

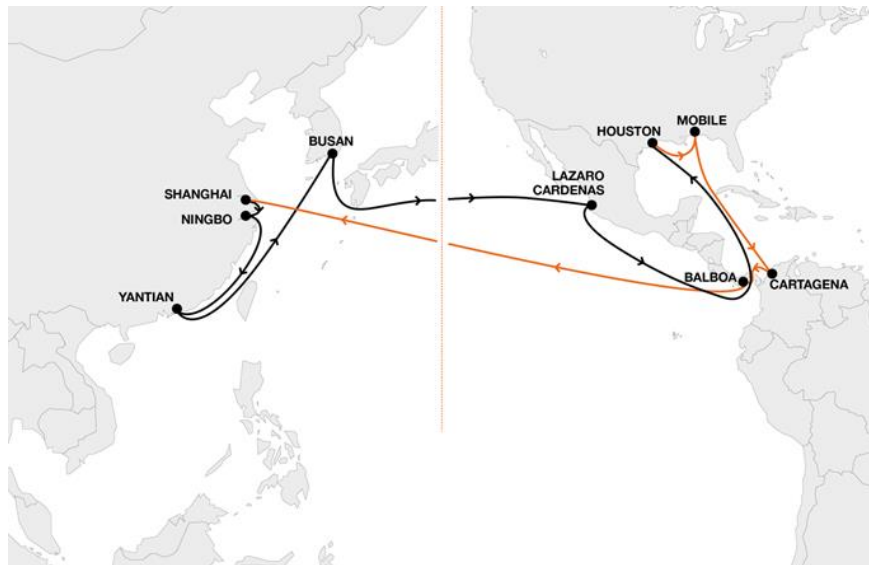
- Key service to connect Central China and South Korea to the US via the Panama Canal with stopover at Cartagena (CO)
- Direct connection from Los Angeles (US) to Ningbo (CN)

IMPORTANT CONNECTIONS

- Shuttles from Shanghai (CN) connect to Japan
- Shuttles from Busan (KR) serve the markets of the Bohai Sea
- Direct connection to Cartagena (CO) serves as a link to Latin American markets and Florida (US)

Asia - US Gulf Coast

Service Profile US3



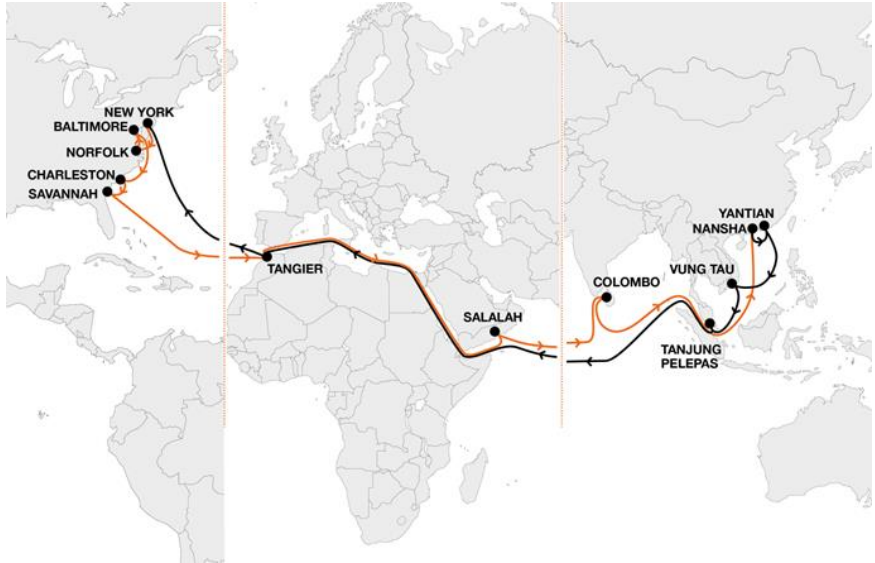
KEY SERVICE VALUE PROPOSITION

- Key service to connect West Asia to Lazaro Cardenas (MX) and the US Gulf Coast via the Panama Canal with stopovers in Balboa (PA) and Cartagena (CO)
- Direct connection from Cartagena (CO) to Shanghai (CN)

IMPORTANT CONNECTIONS

- Shuttles from Shanghai (CN) connect Japan to the US Gulf Coast
- Cross-border rail network accesses to Dallas (US) via Lazaro Cardenas (MX)
- Connection to Cartagena serves as a link to Latin American markets and Florida (US)

Asia - US East Coast Service Profile US4



KEY SERVICE VALUE PROPOSITION

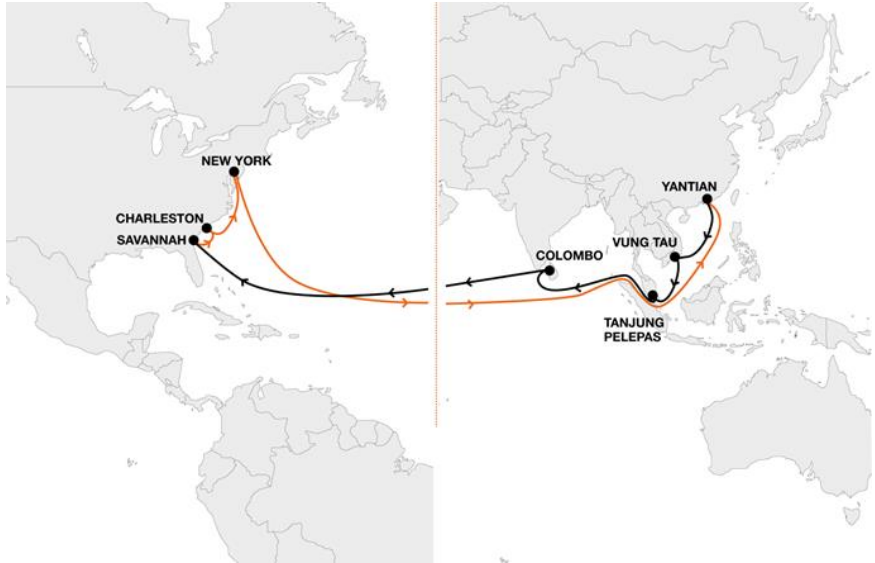
- Key service to connect the US East Coast with Asia via the Suez Canal with stopovers in Tangier (MA) and Salalah (OM)
- Coverage of all US East coast ports

IMPORTANT CONNECTIONS

- Shuttles via Tanjung Pelepas (MY) connect Southeast Asia to the US East Coast
- Shuttles via Salalah (OM) connect the Middle East

Asia - US East Coast

Service Profile US5



KEY SERVICE VALUE PROPOSITION

- Key service to connect Southeast Asia with the US East Coast

IMPORTANT CONNECTIONS

- Shuttles via Tanjung Pelepas (MY) connect Southeast Asia to the South Atlantic ports

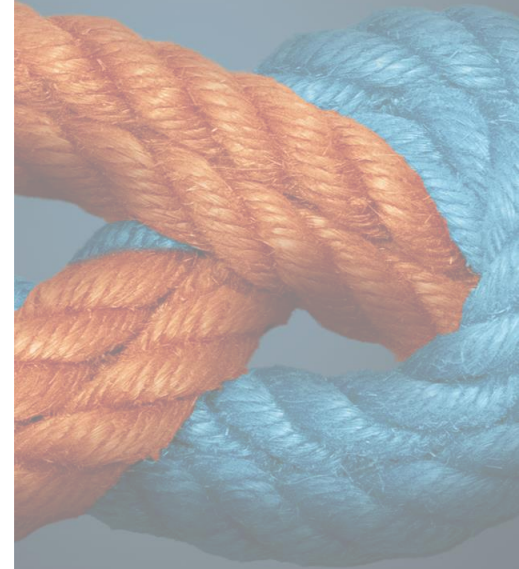
Agenda

- | | | |
|-----------|--|-----------|
| A. | Gemini Cooperation Network at a Glance | 2 |
| B. | Trade Overview Asia - Europe | 7 |
| C. | Trade Overview Atlantic | 28 |
| D. | Trade Overview Transpacific | 44 |
| E. | Trade Overview Middle East | 63 |
| F. | Overview Shuttle Network and Intra Regional Trades | 77 |

Middle East

Highlights of our Middle East service

- Comprehensive Middle East product with unrivalled reliability
- Delivering robust, on-time and weekly service schedules to our customers
- Broad coverage of all key markets in Middle East, North and South Europe through a dedicated shuttle network, seamlessly connected in selected own / and or controlled hubs
- Multiple options with enhanced connectivity to key trades like Africa, Atlantic, Far East, Latin America and Transpacific



Middle East

Our Middle East service in numbers

KEY FACTS

4

Services

31

Vessels

10

Ø Calls per service

14.0 TTEU

Ø Vessel size

>26

ports covered in Europe

>14

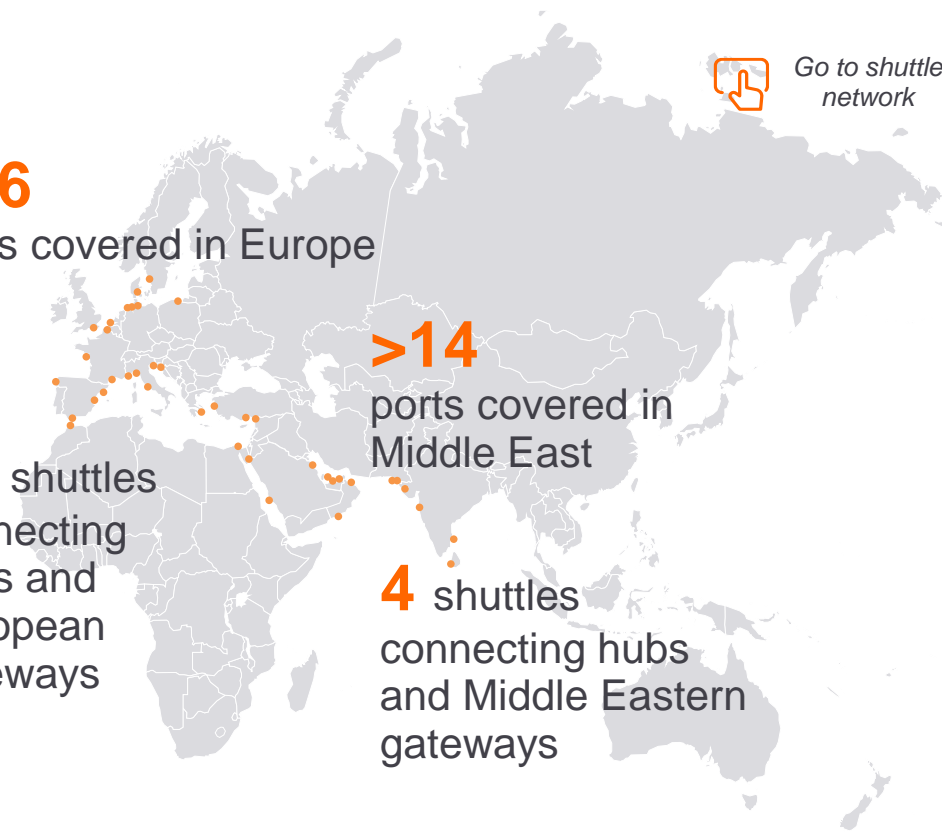
ports covered in Middle East

13 shuttles connecting hubs and European gateways

4 shuttles connecting hubs and Middle Eastern gateways



Go to shuttle network



Middle East

Key features and improvements of our Middle East service

Transit times for selected port pairs (across Middle East Network)

Preliminary and subject to final network design

FROM	TO									
	Jebel Ali	Jeddah	Dammam	Hamad	Salalah	Nhava Sheva	Mundra	Chennai	Karachi	Colombo
Hamburg	21	16	27	30	18	27	28	27 ²	26	25
Rotterdam	17	12	26	24	14	26	23	24	22	21
London Gateway	23	17	29	27	19	27	27	31	25	27
Genoa	16	9	24	21	15	23	20	24	25	22
Izmit	21	14	30	27	18	27	26	26	25	23

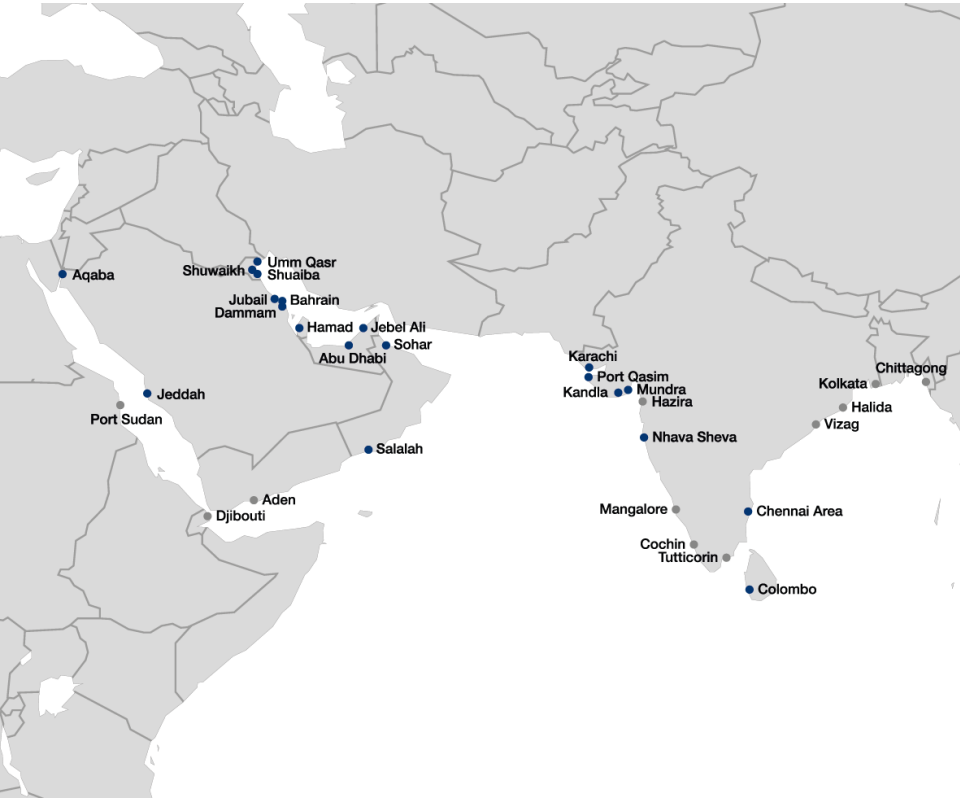
> **90%**
Schedule
reliability

FROM	TO									
	Hamburg	Rotterdam	Antwerp	London Gateway	Valencia	Fos-sur-Mer	Genoa	Istanbul	Mersin	Izmit
Nhava Sheva	25	22	24	26	19	24	21	17	14	15
Mundra	29	26	28	29	22	27	25	21	18	19
Chennai	29 ³	25	30	28	28	33	33	29	19	26
Jubail	36	30	35	37	27	32	32	28	25	25
Jeddah	17	14	16	18	13	16	15	9	6	6

> **75%**
of volume gets faster
or remains same¹⁾

Middle East

Port coverage on our Middle East – North Europe services



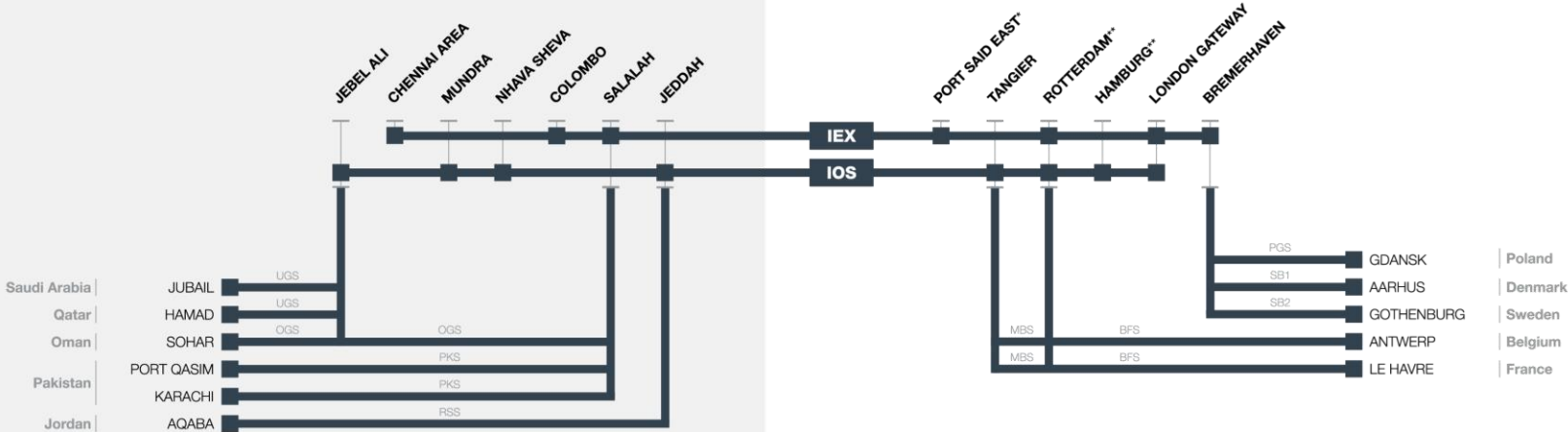
Middle East

Our Middle East to North Europe services at a glance

■ Gemini Port Calls
 ■ Main Connecting Trade

Additional feeder port coverage available, see geographic cover maps

Middle East North Europe



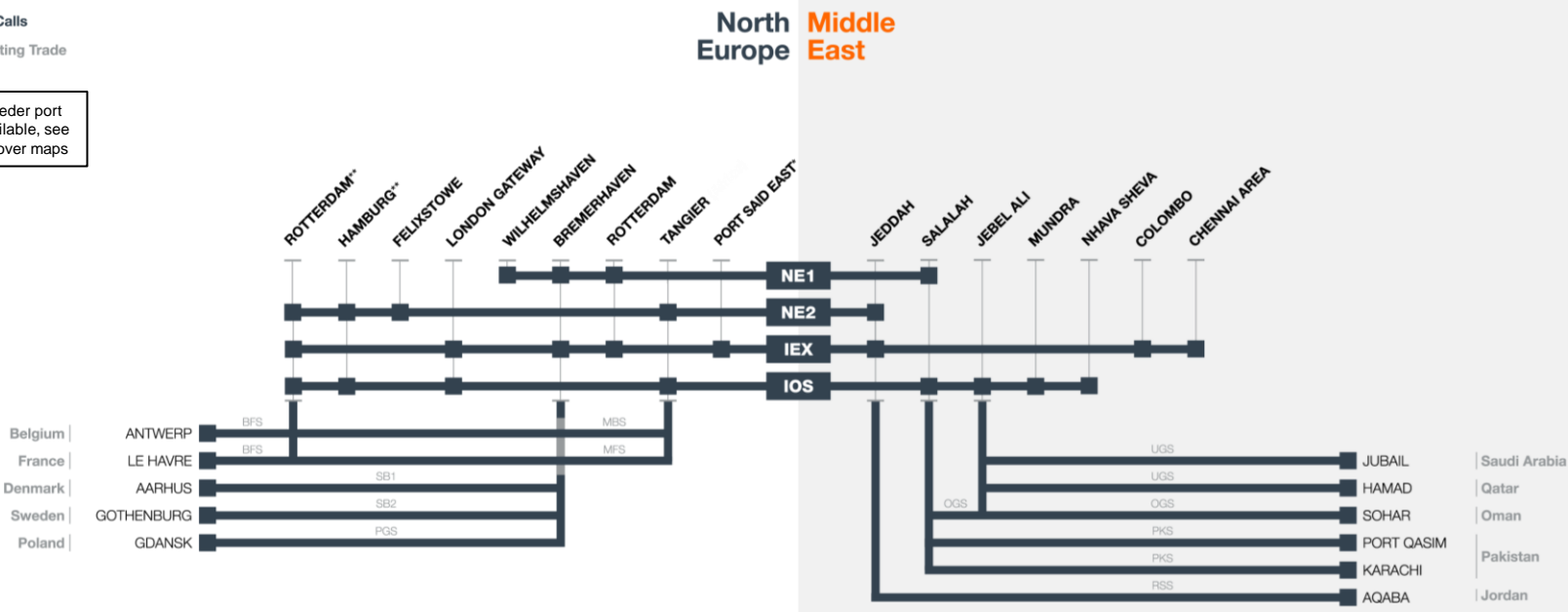
* Certain Port Said East EB Calls will be shifted to Damietta during 2025
 ** Transpacific & Latin America connected via NC HUBS

Middle East

Our North Europe to Middle East services at a glance

- Gemini Port Calls
- Main Connecting Trade

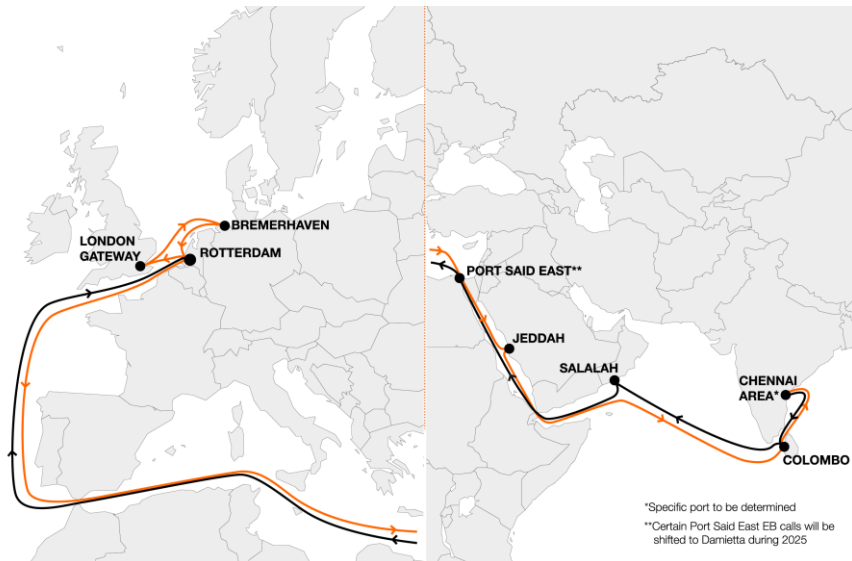
Additional feeder port coverage available, see geographic cover maps



* Certain Port Said East EB Calls will be shifted to Damietta during 2025
 **Transpacific & Latin America connected via NC HUBS

Middle East - North Europe

Service Profile IEX



KEY SERVICE VALUE PROPOSITION

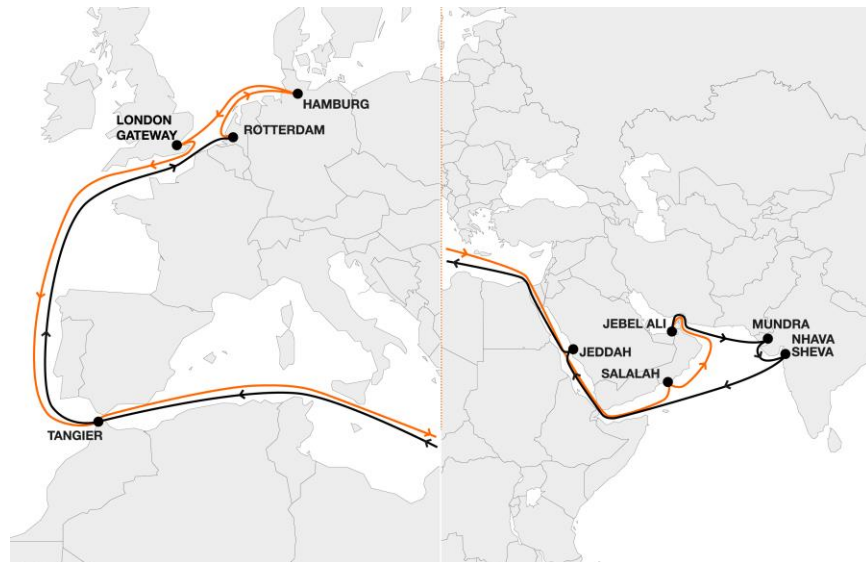
- Key service for connections from the Indian Subcontinent to North Europe through the Middle East via the Suez Canal
- Connection especially relevant for sensitive and high value cargo of those markets, e.g. reefer, OOG and break-bulk

IMPORTANT CONNECTIONS

- Shuttles via Rotterdam (NL) connect Le Havre (FR) and Antwerp (BE)
- Shuttles from and to the Indian market enable fast and efficient transit to Türkiye, Levant and Greece plus Black Sea markets covered via additional feeders from Port Said East (EG)
- Connecting the Baltic and Scandinavian markets via Bremerhaven (DE)

Middle East - North Europe

Service Profile IOS



KEY SERVICE VALUE PROPOSITION

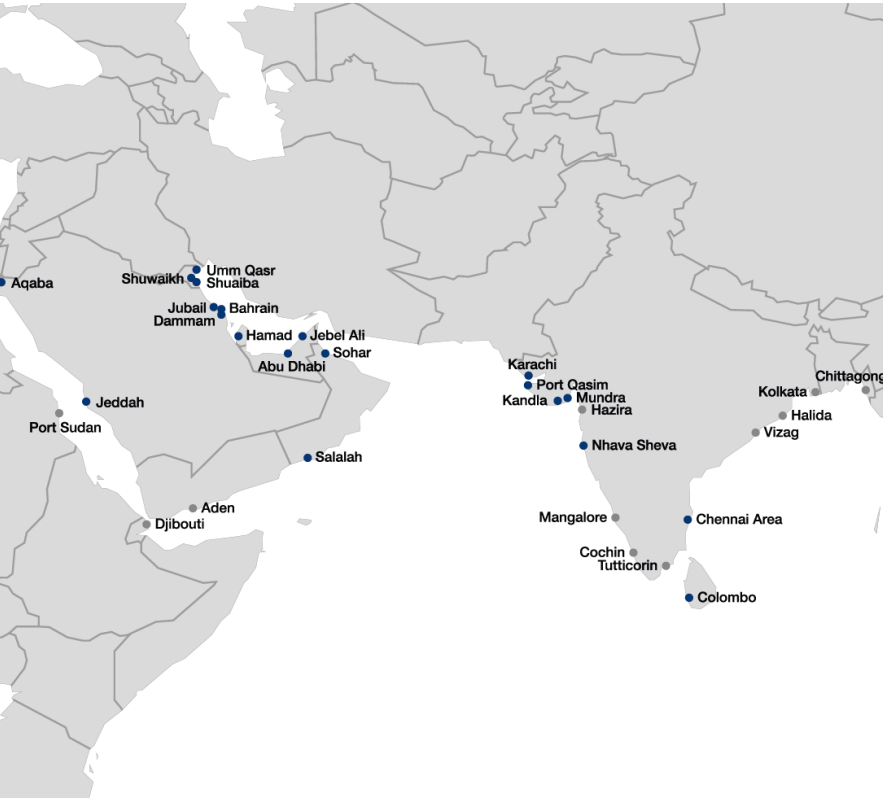
- Key service between North Europe, the Indian Subcontinent, Red Sea and Arabian Gulf via the Suez Canal
- Serving the markets of Africa, US East Coast and Latin America through a direct connection to Tangier (MA)
- Additional coverage of Jebel Ali (AE), Salalah (OM), Mundra (IN) and Nhava Sheva (IN) next to IMX

IMPORTANT CONNECTIONS

- Shuttles from Tangier (MA) as well as Rotterdam (NL) connect Le Havre (FR) and Antwerp (BL)
- The Baltic and Scandinavian markets are connected via Hamburg (DE) through additional feeders
- Several connection options from the Arabian Gulf, Indian Subcontinent and Red Sea, e.g. into Pakistan through shuttles via Salalah (OM)

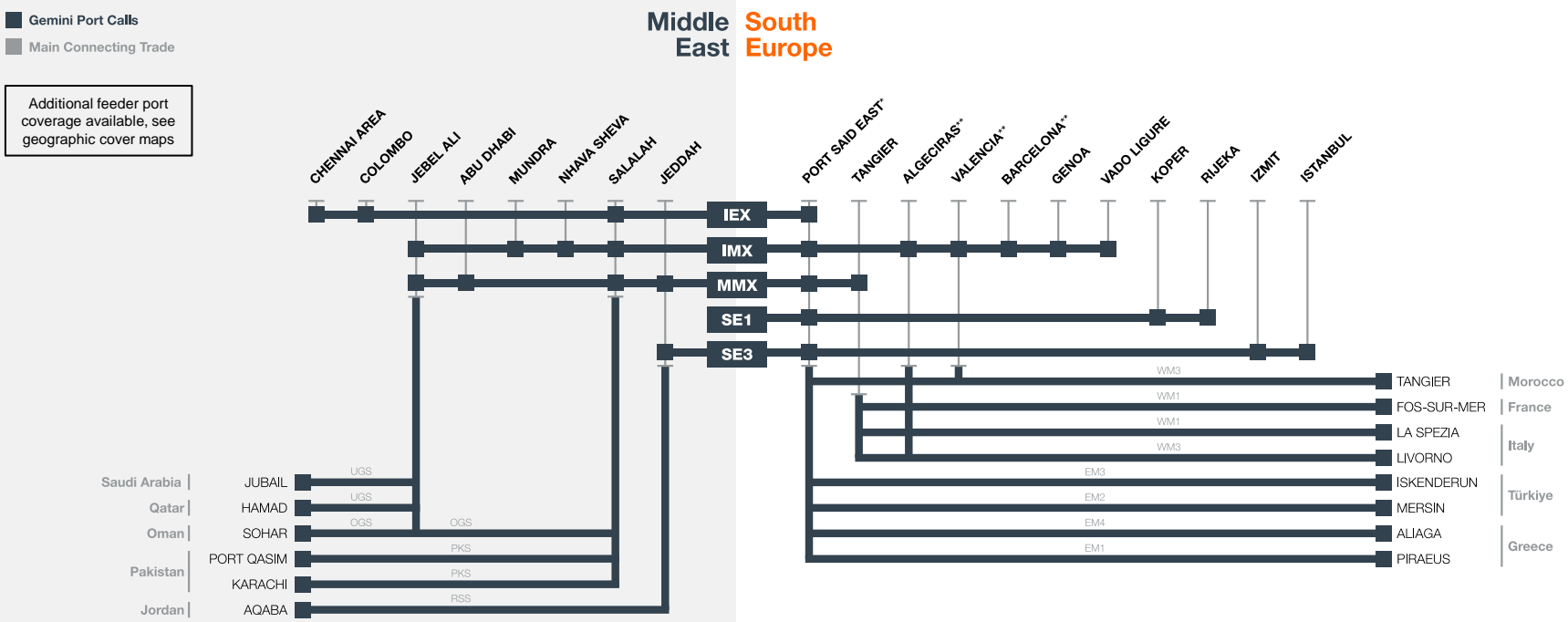
Middle East

Port coverage on our Middle East – South Europe services



Middle East

Our Middle East to South Europe services at a glance



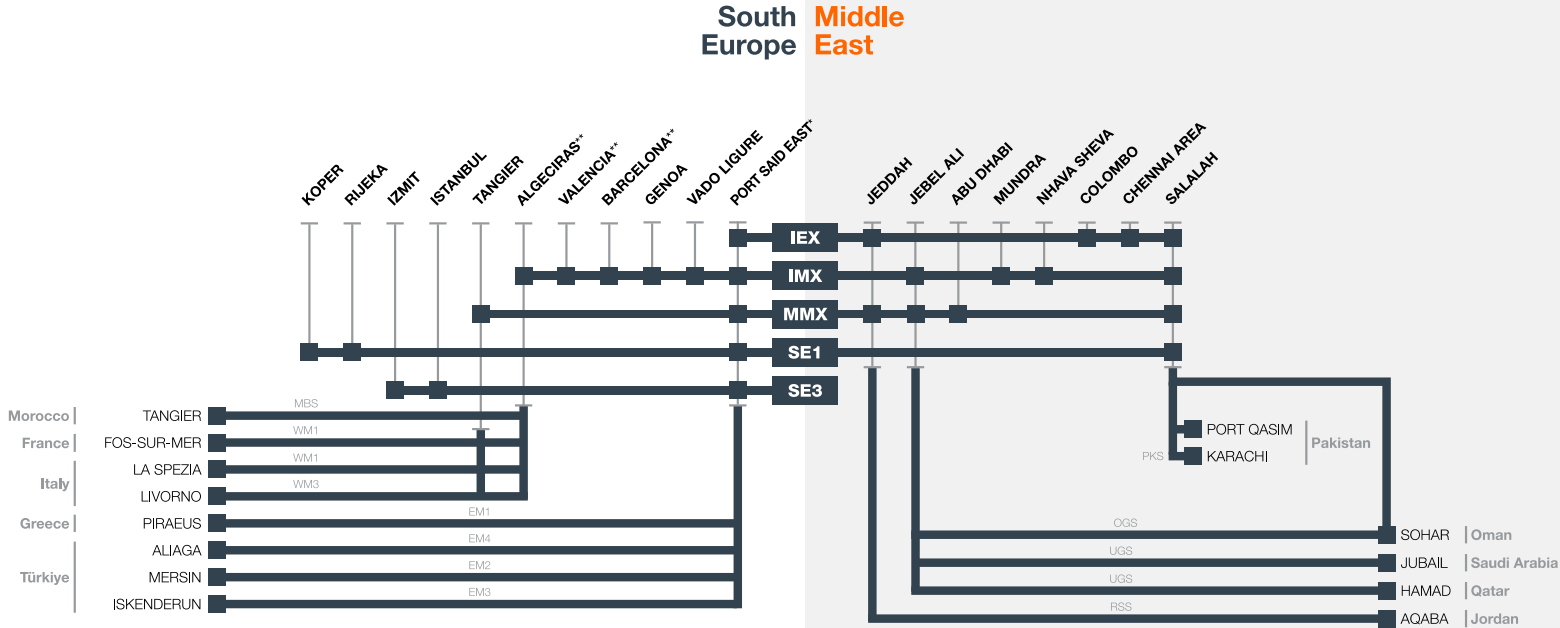
* Certain Port Said East EB Calls will be shifted to Damietta during 2025
 ** Transpacific & Latin America connected via West MED HUB

Middle East

Our South Europe to Middle East services at a glance

- Gemini Port Calls
- Main Connecting Trade

Additional feeder port coverage available, see geographic cover maps

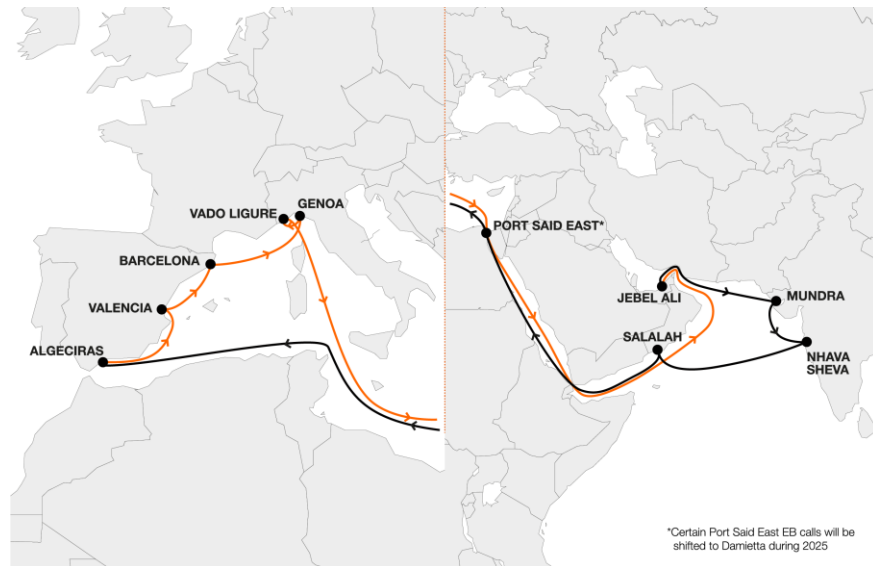


* Certain Port Said East EB Calls will be shifted to Damietta during 2025

** Transpacific & Latin America connected via West MED HUB

Middle East - Mediterranean

Service Profile IMX



KEY SERVICE VALUE PROPOSITION

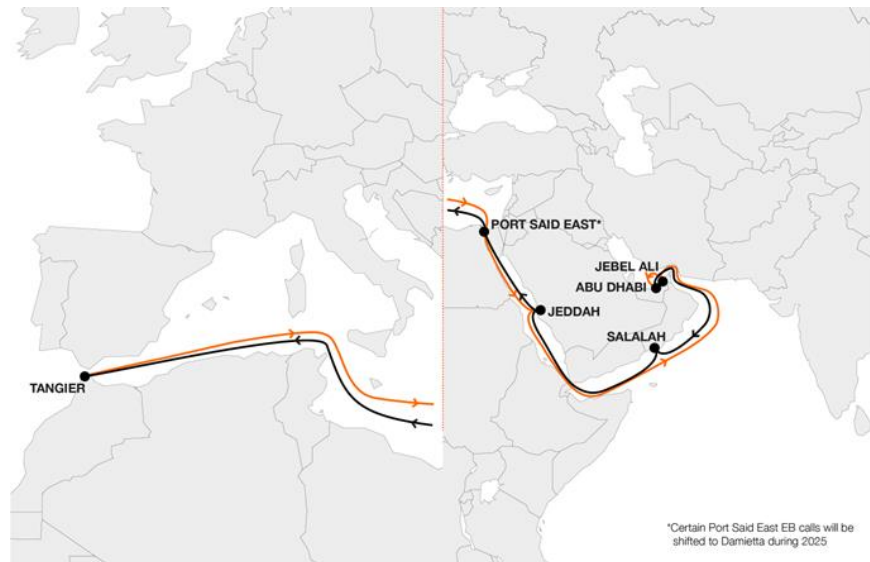
- Key service for connections from the West Mediterranean to the Middle East and West India via the Suez Canal
- Connection especially relevant for sensitive and high value cargo, e.g. reefer, OOG and break-bulk cargo
- Additional coverage of Jebel Ali (AE), Salalah (OM), Mundra (IN) and Nhava Sheva (IN) next to IOS

IMPORTANT CONNECTIONS

- Shuttles via Salalah (OM) allow connections out of Pakistan
- Shuttles from Algeciras (ES) connect to Fos-sur-Mer (FR)
- Shuttles from and to the Indian market enable fast and efficient transit to Türkiye, Levant and Greece plus Black Sea markets covered via additional feeders from Port Said East (EG)

Middle East - Mediterranean

Service Profile MMX



KEY SERVICE VALUE PROPOSITION

- Key service for connections from the Mediterranean and the Middle East to Tangier (MA) via the Suez Canal
- Serving the markets of Africa, US East Coast and Latin America through a direct connection to Tangier (MA)

IMPORTANT CONNECTIONS

- Mainline SSY's to North and South America through the connection in Tangier (MA)
- Shuttle network in Jebel Ali (AE) and Port Said East (EG) allows connection from the Arabian Gulf to Türkiye
- Several connection options from the Arabian Gulf and Red Sea, e.g. into Pakistan through shuttles via Salalah (OM)

Agenda

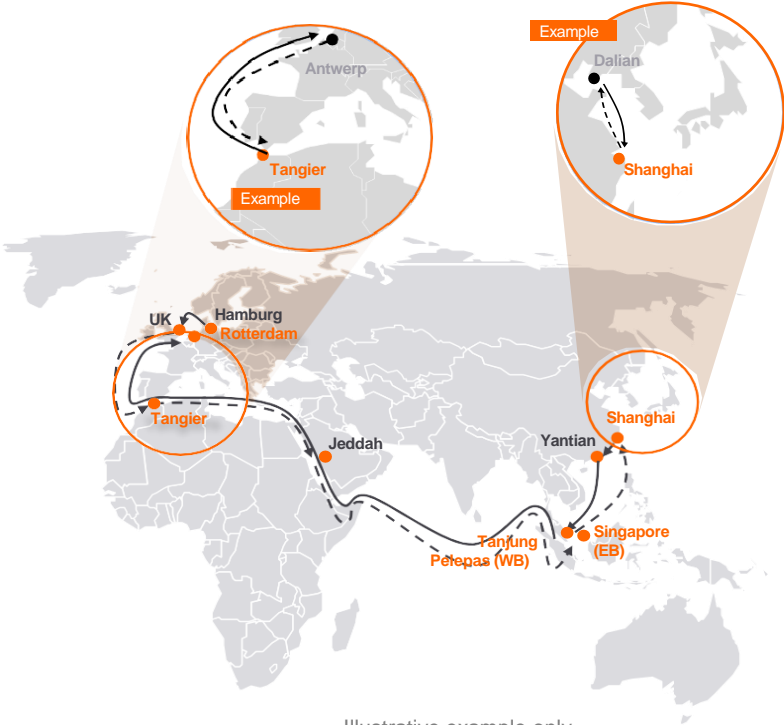
- A. Gemini Cooperation Network at a Glance 2
- B. Trade Overview Asia - Europe 7
- C. Trade Overview Atlantic 28
- D. Trade Overview Transpacific 44
- E. Trade Overview Middle East 63
- F. Overview Shuttle Network and Intra Regional Trades 77**

The joint network uses a hub and spoke model to make it much more reliable and resilient, with fast connectivity

NETWORK PRINCIPLES

- **Setup with 2-3 main port calls** per region including strategic hubs enable shorter round voyage times and better reliability
- **All hub terminals are carefully selected for top quality and reliability plus mostly owned and/or controlled** by Hapag-Lloyd or Maersk
- Hub & Spoke with multiple shuttles provide **wide coverage** and **fast connections**
- **Synchronized** connections from **mainliners** to **mainliners** and **to shuttles** significantly reduce dwell times

This network is much more **reliable** and **interconnected** than traditional setups, increasing **resilience** against external effects. We will reach this through a combination of streamlined port calls, controlled hubs and dedicated shuttle services.



Illustrative example only

Our dedicated shuttles complement our network with fast and reliable connections within the regions and serve Intra Regional Trades

HIGHLIGHTS

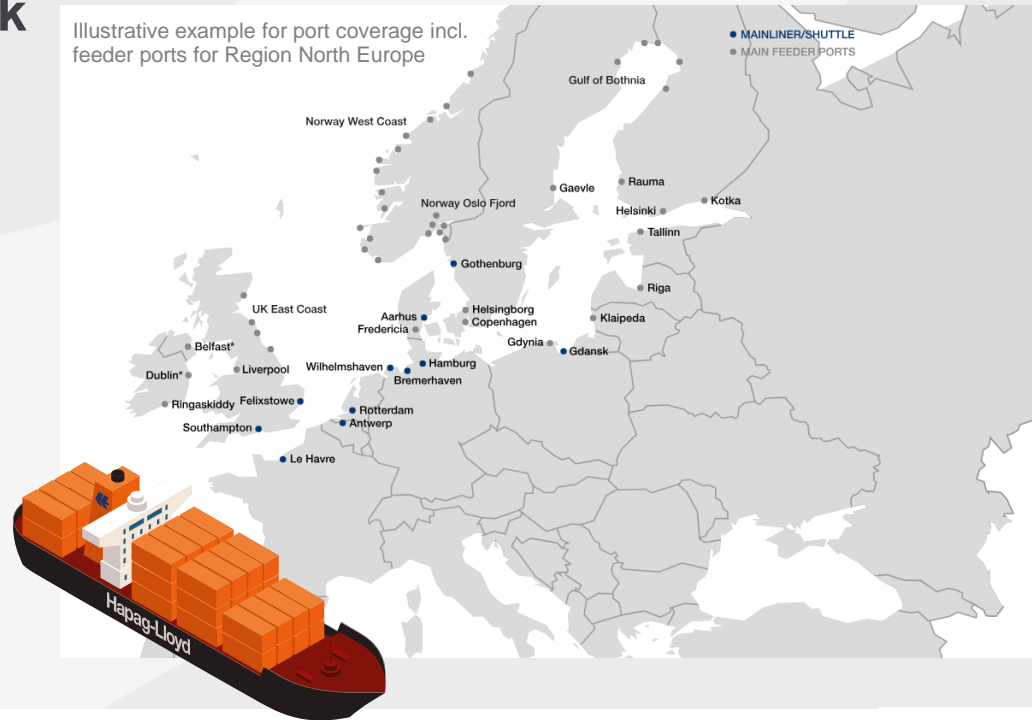
- **Extensive shuttle network** covering Europe, Asia, Middle East and North America
- **Shuttles** are dedicated to **serve** the **Gemini Cooperation partners**
- **Shuttles** are **deployed by the Gemini Cooperation partners**
- Shuttle network offers **competitive solutions** for **Intra Regional Trade** cargo
- **Shuttles will connect to selected other Hapag-Lloyd services** that are not part of the Gemini Cooperation



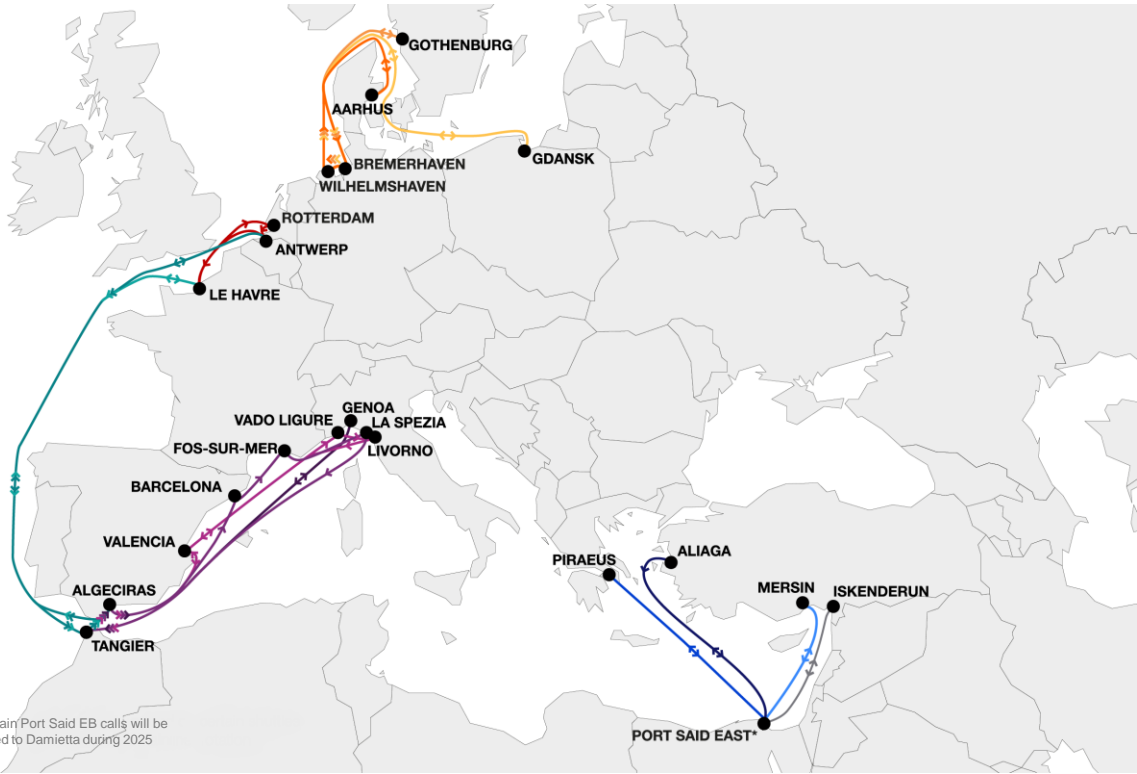
Our feeder network will enhance our broad connectivity in specific markets

Complementing Feeder Network

- Smaller sized vessels operated by either Hapag-Lloyd or strategic suppliers
- Extension of our existing hub and shuttle port coverage ensuring seamless connectivity in specific markets
- Next to our mainliner and shuttle network, an integral part to support our customers cargo planning globally
- Supporting the optimization of routes and vessel deployments to contribute further to our reliability goals



Europe Shuttles



*Certain Port Said EB call\$ will be shifted to Damietta during 2025

KEY FACTS

- 13** shuttles
- 24** ports
- 19** vessels
- 4.5 TTEU** Ø vessel size
- 3** calls per shuttle (Ø)

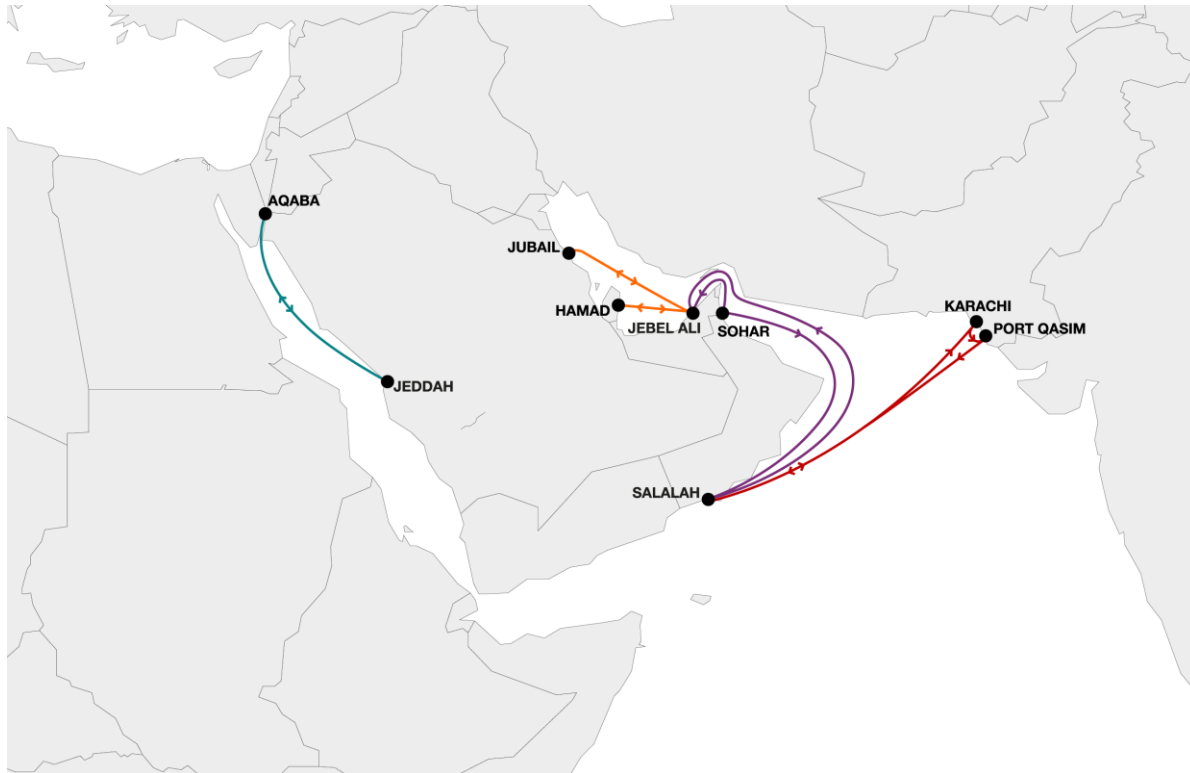
Europe Shuttles (1/2)



Europe Shuttles (2/2)



Middle East Shuttles



KEY FACTS

4 shuttles

9 ports

6 vessels

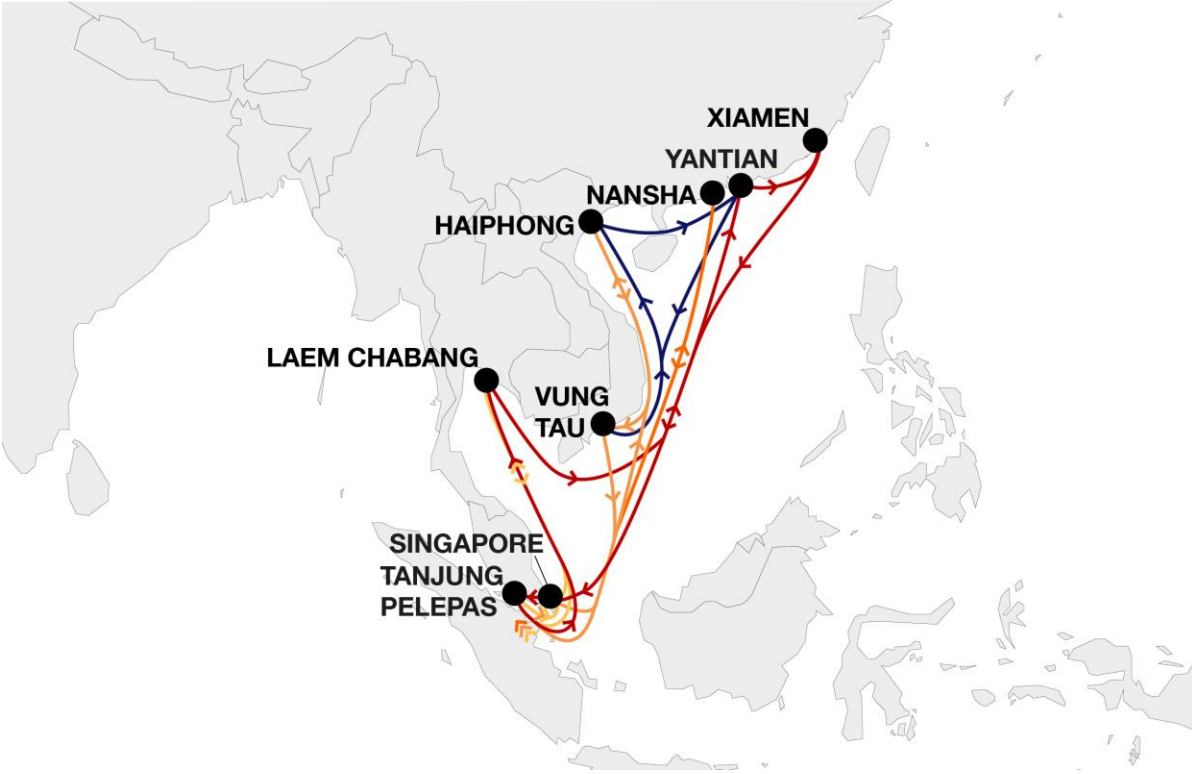
6 TTEU Ø vessel size

3 calls per shuttle (Ø)

Middle East Shuttles



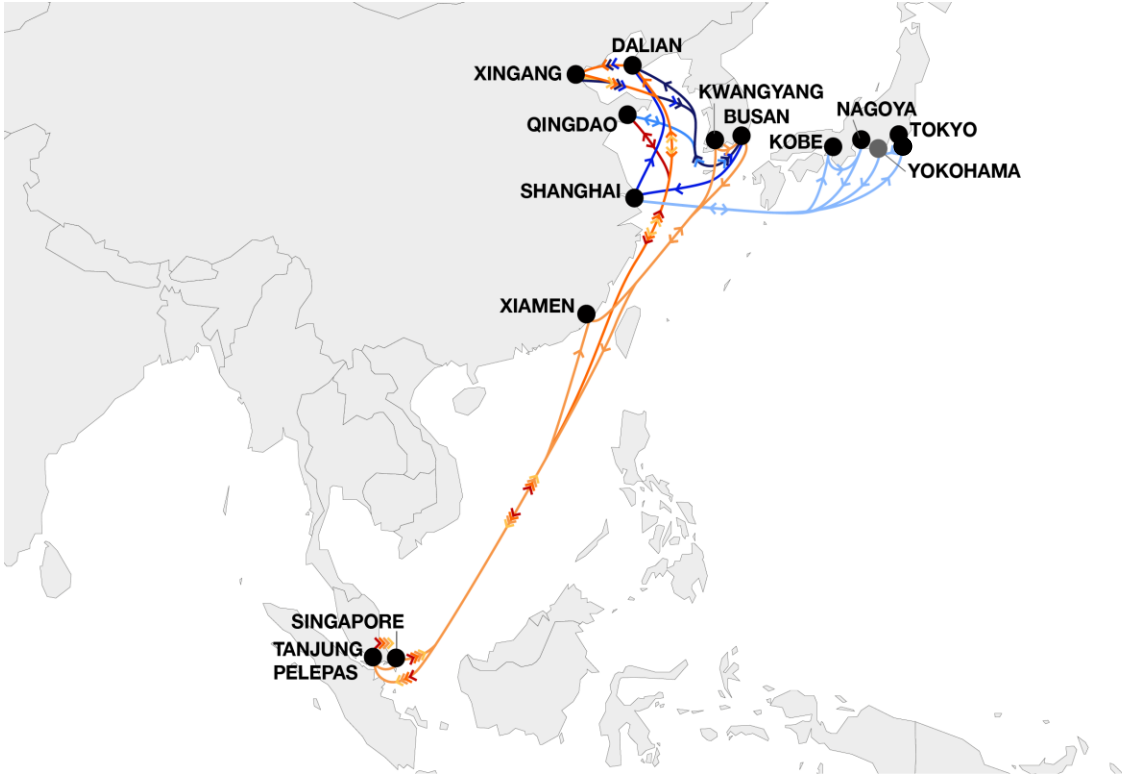
Asia Shuttles (1/2)



KEY FACTS

- 12 shuttles
- 19 ports
- 30 vessels
- 5 TTEU Ø vessel size
- 4 calls per shuttle (Ø)

Asia Shuttles (2/2)



KEY FACTS

- 12 shuttles
- 19 ports
- 30 vessels
- 5 TTEU Ø vessel size
- 4 calls per shuttle (Ø)

Asia Shuttles (1/2)



Asia Shuttles (2/2)



North America Shuttle



KEY FACTS

1 shuttle

3 ports

2 vessels

3.0 TTEU Ø vessel size

3 calls per shuttle (Ø)

FOLLOW OUR STORY



Thank you for your attention!



DISCLAIMER

Disclaimer

This presentation contains forward-looking statements that involve a number of risks and uncertainties. Such statements are based on a number of assumptions, estimates, projections or plans that, by their nature, are subject to significant risks, uncertainties and contingencies. Actual results may differ materially from the Companies' forward-looking statements and expected results.