

Gemini Cooperation

Hapag-Lloyd & Maersk are entering
into an operational cooperation in 2025

January 2024 | Hamburg



Hapag-Lloyd and Maersk have signed an agreement for a new long-term operational partnership called Gemini Cooperation

Hapag-Lloyd will transition from THE Alliance and team up with Maersk in the Gemini Cooperation

- A long-term agreement has been signed with Maersk and will start in February 2025
- Partners have been informed that we will leave THE Alliance end of January 2025

The new Gemini Cooperation will bring clear benefits for our customers

- Improved schedule reliability, competitive coverage & transit times and accelerated decarbonization
- Deliver a flexible, robust and interconnected network with industry-leading reliability

This is an important step in continuing our strategy to become the undisputed “Number One for Quality”

- Hapag-Lloyd’s strategy will continue to focus on delivering high quality services in container shipping with a strong global network (incl. terminals & infrastructure) and being truly customer centric
- To become undisputed “Number One for Quality”, we need a step change in operational performance from our status quo – Gemini Cooperation will be an important enabler
- Our fundamental strategy is unchanged (e.g. there is no intent to move towards offering integrated logistics solutions beyond door-to-door container transport)

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

Our value proposition ...



Industry leading schedule reliability of >90%



Excellent network coverage with efficient connections & competitive transit times



Accelerate sustainability efforts

... your benefit

- Enable significantly higher on-time delivery of your cargo
- Make your global supply chains more resilient and be your ocean carrier partner-of-choice
- Help you decarbonize your supply chains more quickly

We will deliver industry leading reliability through an efficient network to ensure on-time delivery of your cargo

Industry
leading
schedule
reliability
of >90%



Punctuality Promise

- Strong focus within Gemini Cooperation on schedule reliability¹⁾ / on-time delivery of your cargo



Robust & Resilient Network

- Efficient mainliner network with controlled hubs & owned shuttles will improve reliability and port coverage



Balanced Partnership

- Strategically aligned partners will make decision making much faster, backed by contractual obligations

Our state-of-the-art operational model will improve how we transport your cargo throughout the entire network

Excellent
network
coverage with
efficient
connections and
competitive
transit times



Tailored Hub Ports & Controlled Operations

- Network centered around selected hubs that are jointly controlled and managed by Gemini Cooperation partners



Dedicated Shuttle Network

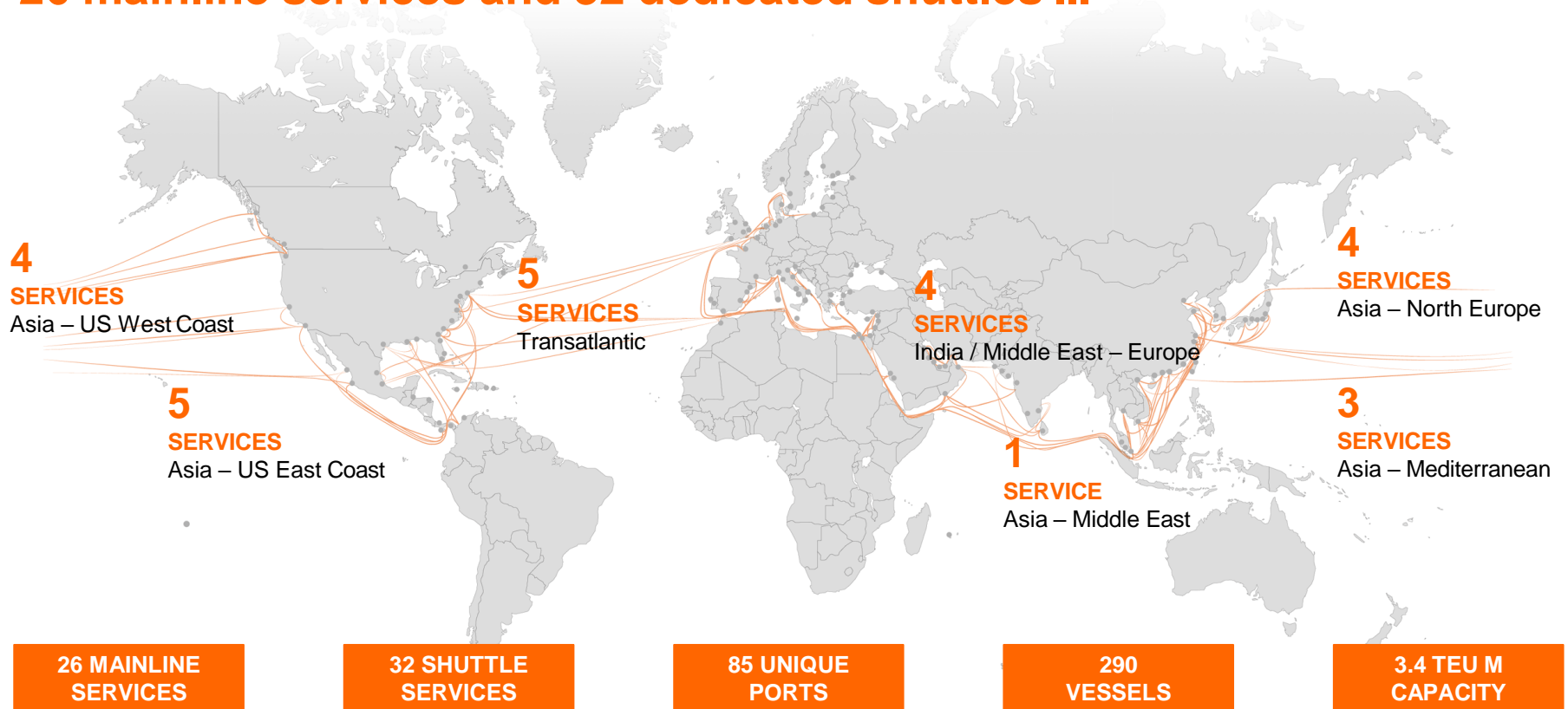
- Large and dedicated shuttles run by Gemini will serve an extensive port network



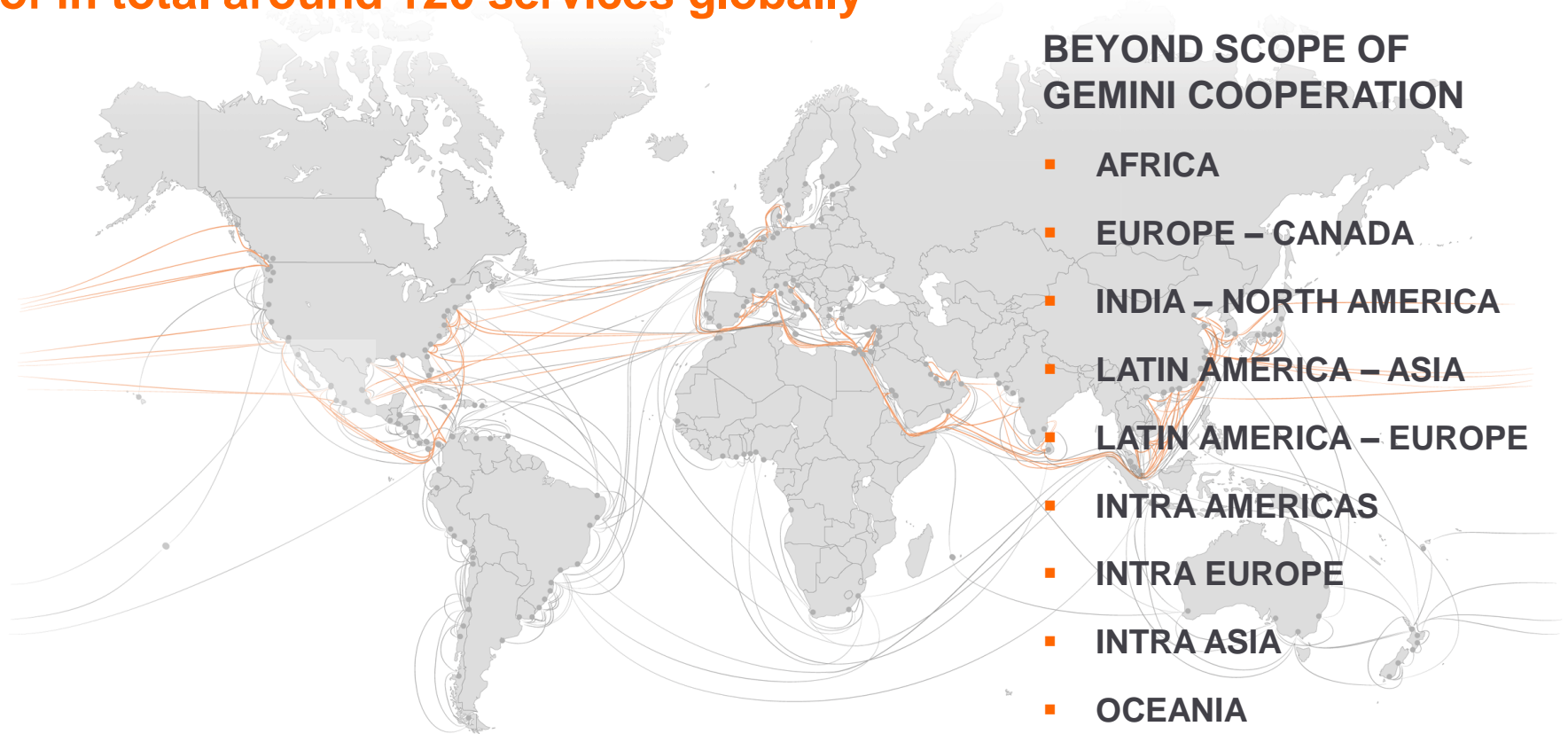
Synchronized Connections

- Reliable mainliners connecting with frequent shuttles in controlled hubs will significantly reduce dwell times for vessels and containers

The network of Gemini Cooperation will consist of 26 mainline services and 32 dedicated shuttles ...



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



The network of Gemini Cooperation will be centered around 12 (mostly) owned and / or controlled terminal hubs

HUBS PLAY A CRUCIAL PART IN THE ON-TIME DELIVERY

- All hub terminals are owned and / or controlled by Hapag-Lloyd or Maersk (except Singapore and Cartagena) and have been **carefully selected for top quality & reliability**
- Many of these hub terminals **already have industry-leading performance** and we will continue to work on innovative concepts like side-by-side connectivity
- Controlling the hubs enables close **integration of planning and execution** between liners and terminals



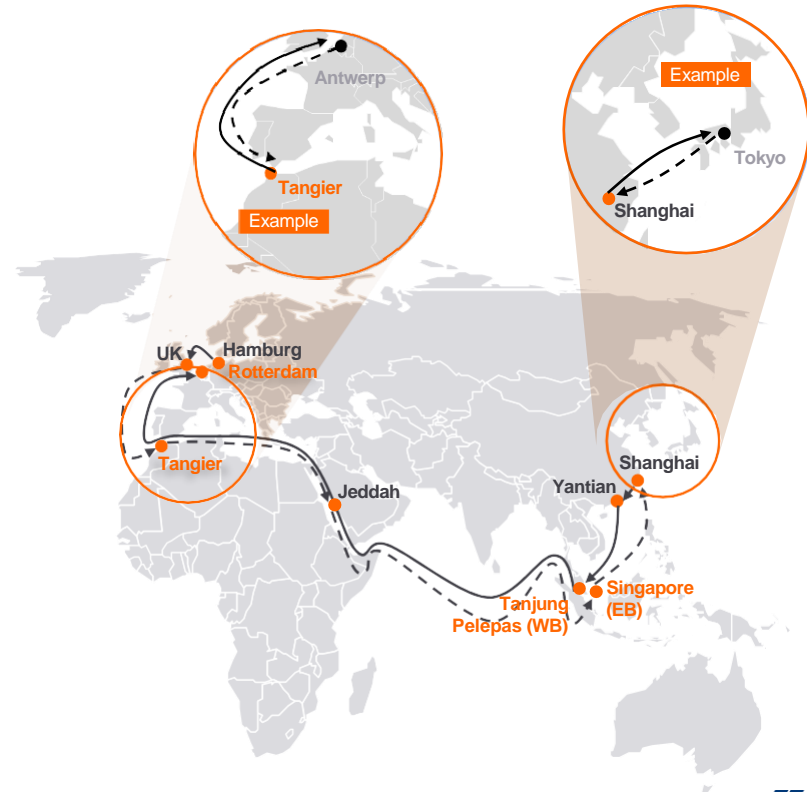
On-time departure and **arrival** and **berth on arrival** will create **fast** and **reliable** connections

The joint network uses a hub & 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 will enable shorter round voyage times and better reliability
- **All hub terminals are owned and / or controlled** by Hapag-Lloyd or Maersk (except Singapore and Cartagena) and have been **carefully selected for top quality & reliability**
- Hub & spoke with multiple shuttles will provide **wide coverage** and **fast connections**
- Connections from **mainliners to mainliners** and **to shuttles** will be **synchronized** to 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



Gemini Cooperation will enable us to deliver on our sustainability goals

Accelerate sustainability efforts

Decarbonization is central to our strategy

- Absolute GHG emission reduction targets to align with 1.5-degree trajectory
- Reduce absolute emissions over 30% by 2030¹⁾ and net-zero by 2045
- Further enhance green product offerings towards our customers

Levers that will enable decarbonization



Larger ships



Strategic terminal hubs



Slow steaming



Effective hub & spoke model



Alternative fuels



Reduced waiting times

To sum it up: The Gemini Cooperation will deliver a flexible, robust and interconnected ocean network with industry-leading reliability

Excellent Network Coverage

**26 mainline services and
32 dedicated shuttles**

Enhancing Hapag-Lloyd's overall network of ~120 services globally

Industry Leading Reliability

**Ambitious goal of delivering
>90% schedule reliability**

Once the new network of Gemini Cooperation is fully phased in

Strong and Balanced Partnership

**Equal decision-making rights
with capacity share of 60/40**

290 vessels with a combined capacity of 3.4 TEU m

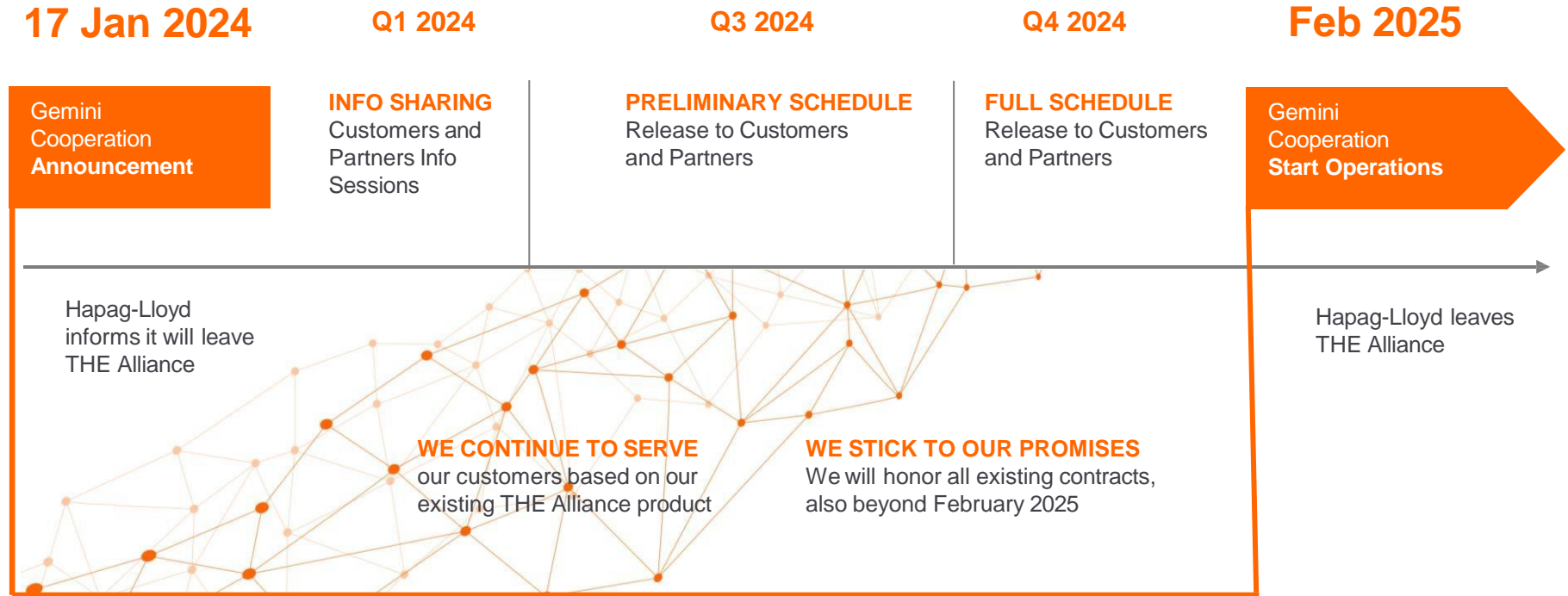
Long-term Operational Cooperation

**Built around 12 (mostly) owned
and / or controlled terminal hubs¹⁾**

Both partners provide dedicated operational teams to manage cooperation

STARTING DATE
FEBRUARY 2025

We announced our new partnership, the Gemini Cooperation, today – Here is what you can expect until the start in February 2025



FOLLOW OUR STORY



Thank you for your attention!



DISCLAIMER

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