

Hapag-Lloyd East-West Service Network 2025



Trade Highlights and Service Maps – Cape of Good Hope

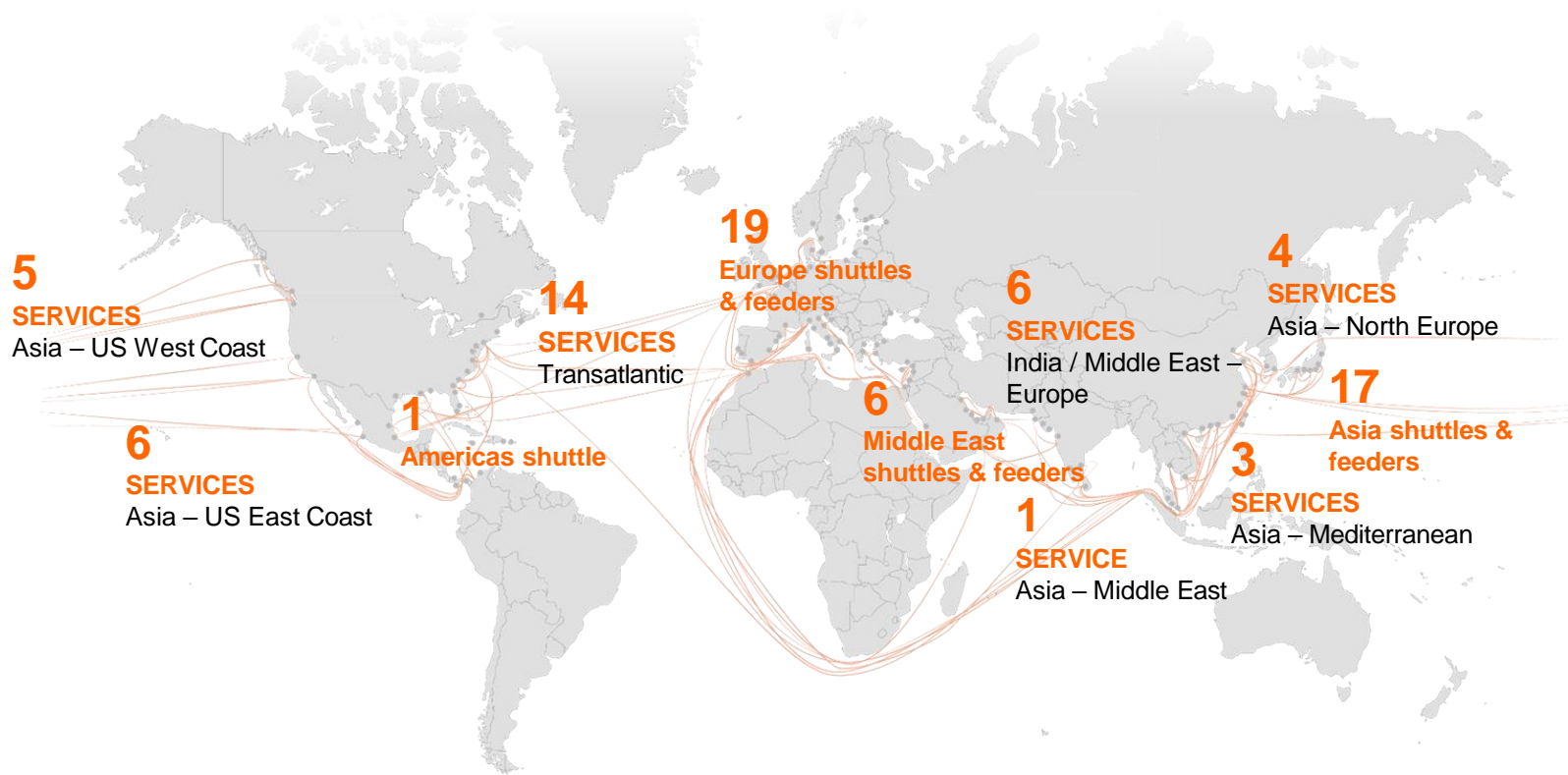
April 2025 | Hamburg



Agenda

A. Hapag-Lloyd East-West Service Network at a Glance	2
B. Trade Overview Asia - Europe	7
C. Trade Overview Atlantic	28
D. Trade Overview Transpacific	52
E. Trade Overview Middle East	72
F. Overview Shuttle Network and Intra Regional Trades	88

Hapag-Lloyd's East-West Service Network offers a broad coverage across key trades with complementing intra-regional connectivity



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

Our value proposition ...



RELIABILITY



CONNECTIVITY



SUSTAINABILITY

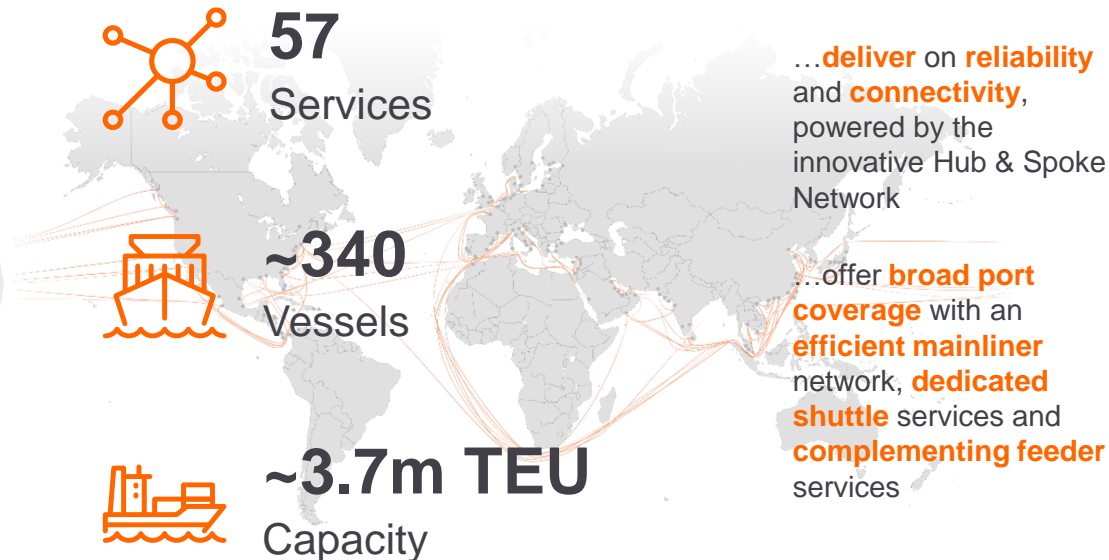
... your benefit

- 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

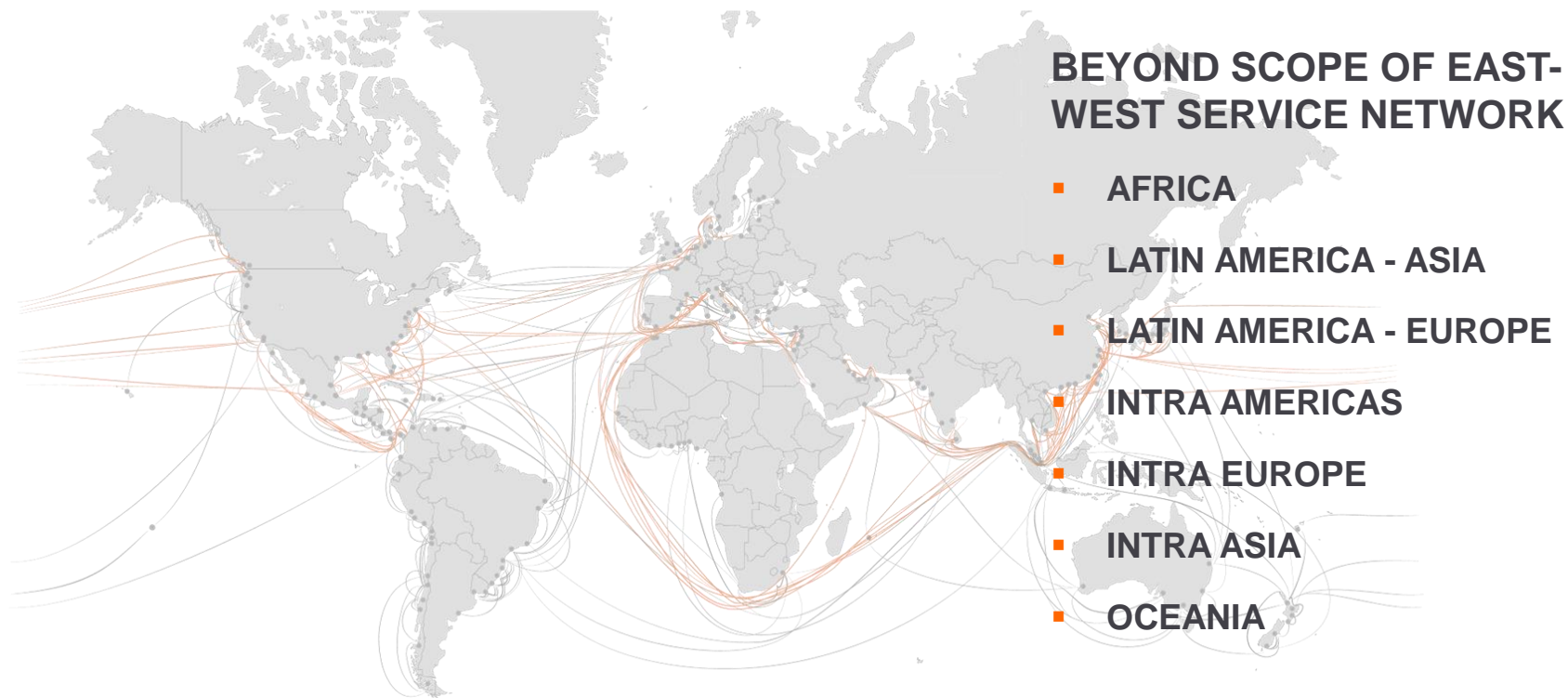
Gemini Cooperation will be an integral part of Hapag-Lloyd's overall East-West Network ...

- After thorough consideration, **Hapag-Lloyd and Maersk have jointly confirmed** the expected **network design** for our **Gemini Cooperation**, which is set to launch on 1 February 2025
- As the situation in the Red Sea remains highly dynamic, we plan to **continue to sail around the Cape of Good Hope**
- The **safety** and well-being of our **seafarers**, our **vessels** and the **cargo** of our customers **are key**
- We will **return to the Red Sea** when it is **safe** to do so

Our Gemini Cooperation Cape Network will...



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



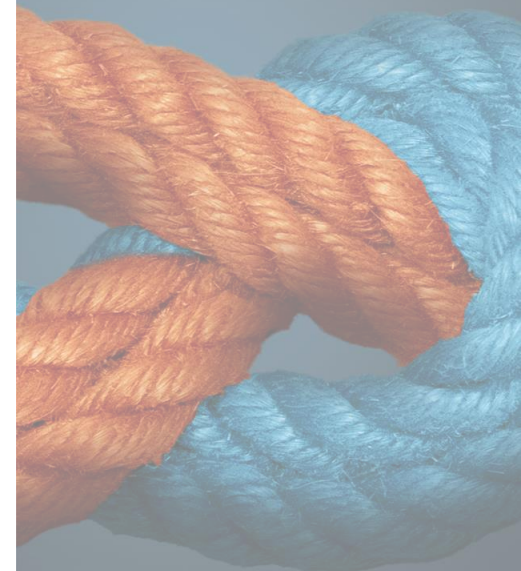
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Asia - Europe

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

97

Vessels

8

Ø Calls per service

17.1 TTEU

Ø Vessel size

[Go to shuttle network](#)

>41

ports covered in Europe

>29

ports covered in Asia

19 shuttles & feeders
connecting hubs
and European gateways

17

shuttles &
feeders connecting
hubs and Asian
gateways

Asia - Europe

Key features and improvements of our Asia - Europe service

**Discover our
Schedule**

Transit times for selected port pairs (across Asia network)

As of December 17, 2024

FROM	TO									
	Hamburg	Wilhelmshaven	Rotterdam	London Gateway	Le Havre	Valencia	Barcelona	Istanbul	Genoa	Koper
Ningbo	41	43	42	39	39	36	40	48	46	49
Shanghai	42	40	39	42	47	40	44	54	50	45
Qingdao	49	42	41	39	59	39	44	51	49	49
Xiamen	38	43	46	40	54	40	44	51	50	49
Yantian	37	38	34	35	38	34	38	45	44	43
Tokyo	54	52	51	52	52	49	53	60	59	58
Busan	45	43	42	48	43	40	44	51	50	49
Laem Chabang	37	37	34	34	37	34	38	45	44	43
Haiphong	41	46	38	39	39	36	40	54	46	45
Vung Tau	36	41	33	38	34	31	35	45	41	40

> **90%**
Schedule
reliability

Disclaimer: The transit times are subject to change based on our final schedules and routings. We will publish final schedules, routings and transit times before our official start of booking in December

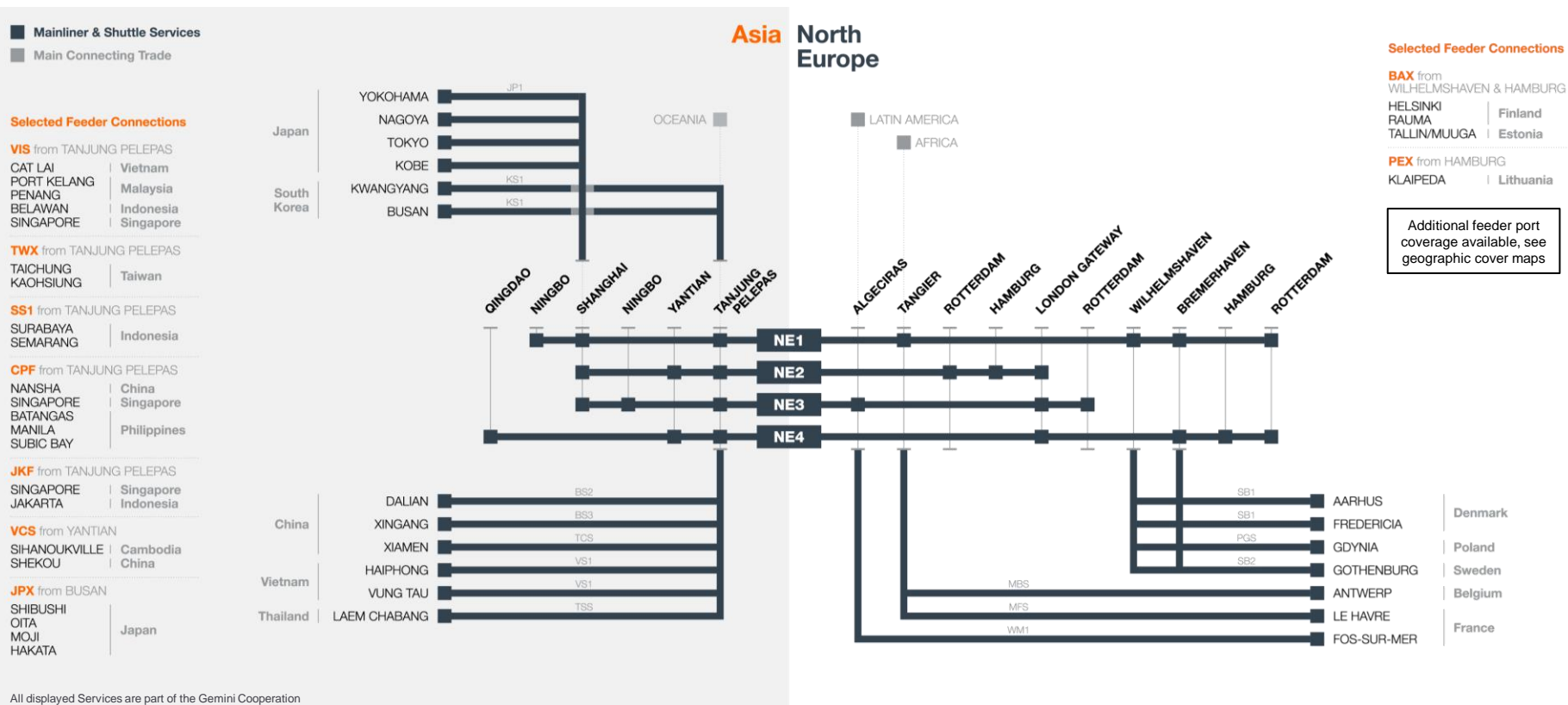
Asia - Europe

Port coverage on our Asia - North Europe services



Asia - Europe

Our Asia – North Europe services at a glance



All displayed Services are part of the Gemini Cooperation

Asia - Europe

Our North Europe – Asia services at a glance

■ Mainliner & Shuttle Services

■ Main Connecting Trade

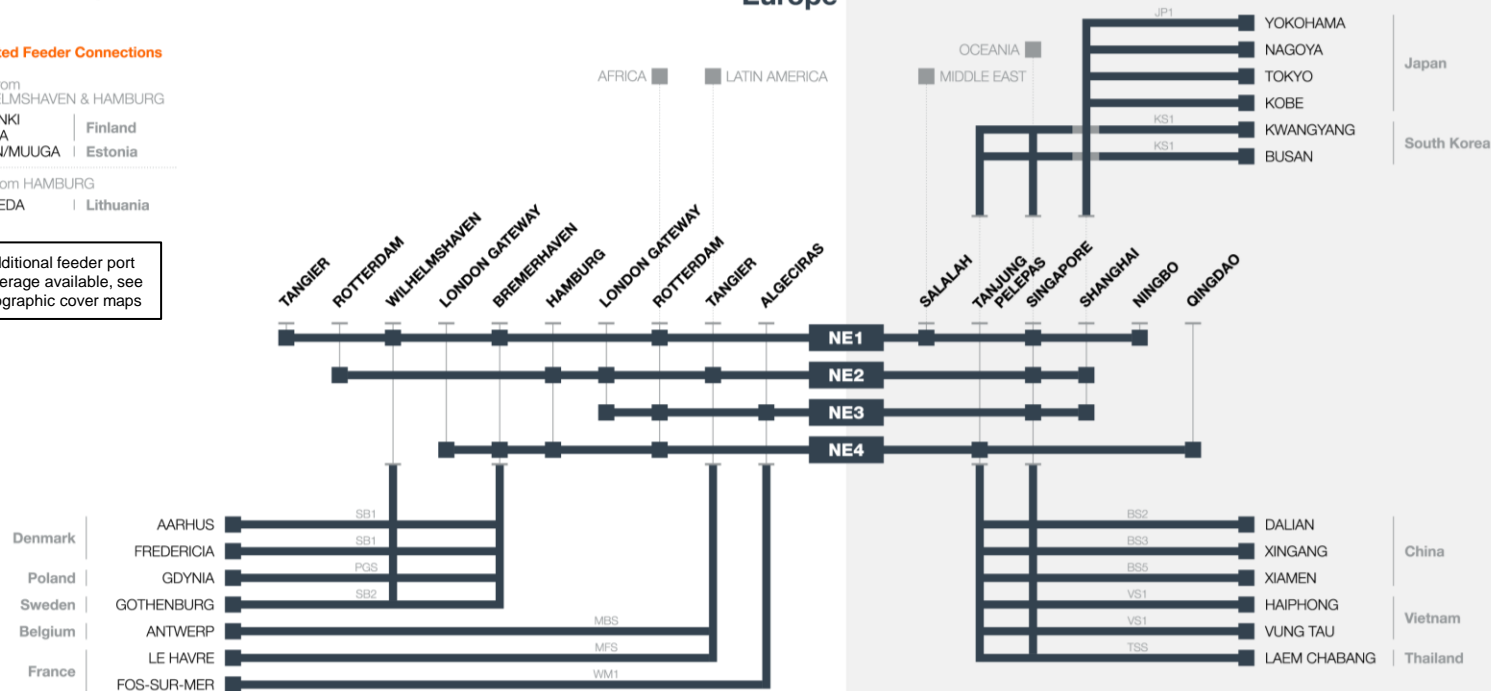
Selected Feeder Connections

BAX from
WILHELMSHAVEN & HAMBURGHELSINKI | Finland
RAUMA | Estonia
TALLIN/MUUGA | Estonia**PEX** from HAMBURG

KLAIPEDA | Lithuania

Additional feeder port
coverage available, see
geographic cover maps

North Europe Asia



Selected Feeder Connections

VIS from SINGAPORECAT LAI | Vietnam
PORT KELANG | Malaysia
PENANG | Indonesia
BELAWAN | Indonesia**CPF** from SINGAPORENANSHA | China
BATANGAS | Philippines
MANILA | Philippines
SUBIC BAY | Philippines**JKF** from SINGAPORE

JAKARTA | Indonesia

TWX from TANJUNG PELEPASTAICHUNG | Taiwan
KAOHSIUNG | Taiwan**SS1** from TANJUNG PELEPASSURABAYA | Indonesia
SEMARANG | Indonesia**VCS** from YANTIANSI-HANOUKVILLE | Cambodia
SHEKOU | China**JPX** from BUSANSHIBUSHI | Japan
OITA | Japan
MOJI | Japan
HAKATA | Japan

Asia - Europe

Service Profile NE1

Gemini Cooperation Service

**KEY SERVICE VALUE PROPOSITION**

- Key service from Central China to North Europe via the Cape of Good Hope through Tangier (MA)
- Eastbound service from Germany, Scandinavia/Baltic to Central China with connections 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 Tangier (MA) connect to the Mediterranean
- Shuttles via Bremerhaven (DE) and Wilhelmshaven (DE) connect to Scandinavia and Poland
- Shuttles via Rotterdam (NL) & Tangier (MA) to Le Havre (FR)
- Shuttles via Shanghai (CN) connect to Japan
- Shuttles via Tanjung Pelepas (MY) and Singapore (SN) for Southeast Asian, South China, Korea, the Bohai Sea and Oceania cargo
- Salalah (OM) to connect the Persian Gulf and Pakistan

Asia - Europe

Service Profile NE2

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

- Key service to connect Hamburg (DE) as additional gateway from Central and South China to North Europe via the Cape of Good Hope
- Eastbound service with connection from London Gateway (UK) to Central China, Southeast Asia and Oceania

IMPORTANT CONNECTIONS

- Shuttles via Rotterdam (NL) connect to Antwerp (BE) and Le Havre (FR)
- Shuttles via Shanghai (CN) connect to Japan
- Shuttles via Tanjung Pelepas (MY) and Singapore (SN) for Southeast Asian, South China, Korea, the Bohai Sea and Oceania cargo
- Connection via Tangier (MA) to the Mediterranean

Asia - Europe

Service Profile NE3

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

- Key service from Central China to South and North Europe via the Cape of Good Hope
- Eastbound service from the Netherlands to Central China, Southeast Asia and Oceania

IMPORTANT CONNECTIONS

- Shuttles from Algeciras (ES) and Rotterdam (NL) to serve cargo from Antwerp (BE) and Le Havre (FR)
- Shuttles via Shanghai (CN) for Japan
- Shuttles via Tanjung Pelepas (MY) and Singapore (SN) for Southeast Asian, South China, Korea, the Bohai Sea and Oceania cargo
- Connection via Tangier (MA) to the Mediterranean

Asia - Europe

Service Profile NE4

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

- Key service from Central and South China to North Europe via the Cape of Good Hope
- Eastbound service from Germany to Southeast Asia
- Additional gateway option for Hamburg (DE) and London Gateway (UK) next to NE2

IMPORTANT CONNECTIONS

- Shuttles via Bremerhaven (DE) to connect to Scandinavia and Poland
- Shuttles via Rotterdam (NL) to connect Antwerp (BE) and Le Havre (FR)
- Shuttles via Tanjung Pelepas (MY) for Southeast Asian, South China, Korea, the Bohai Sea and Oceania cargo

Asia - Europe

Port coverage on our Asia - South Europe services



Asia - Europe

Our Asia – South Europe services at a glance

■ Mainliner & Shuttle Services

■ Main Connecting Trade

Selected Feeder Connections

VIS from TANJUNG PELEPAS

CAT LAI	Vietnam
PORT KELANG	Malaysia
PENANG	Indonesia
BELAWAN	Singapore

TWX from TANJUNG PELEPAS

TAICHUNG	Taiwan
KAOHSIUNG	

SS1 from TANJUNG PELEPAS

SURABAYA	Indonesia
SEMARANG	

CPF from TANJUNG PELEPAS

NANSHA	China
SINGAPORE	Singapore
BATANGAS	Philippines
MANILA	
SUBIC BAY	

JKF from TANJUNG PELEPAS

SINGAPORE	Singapore
JAKARTA	Indonesia

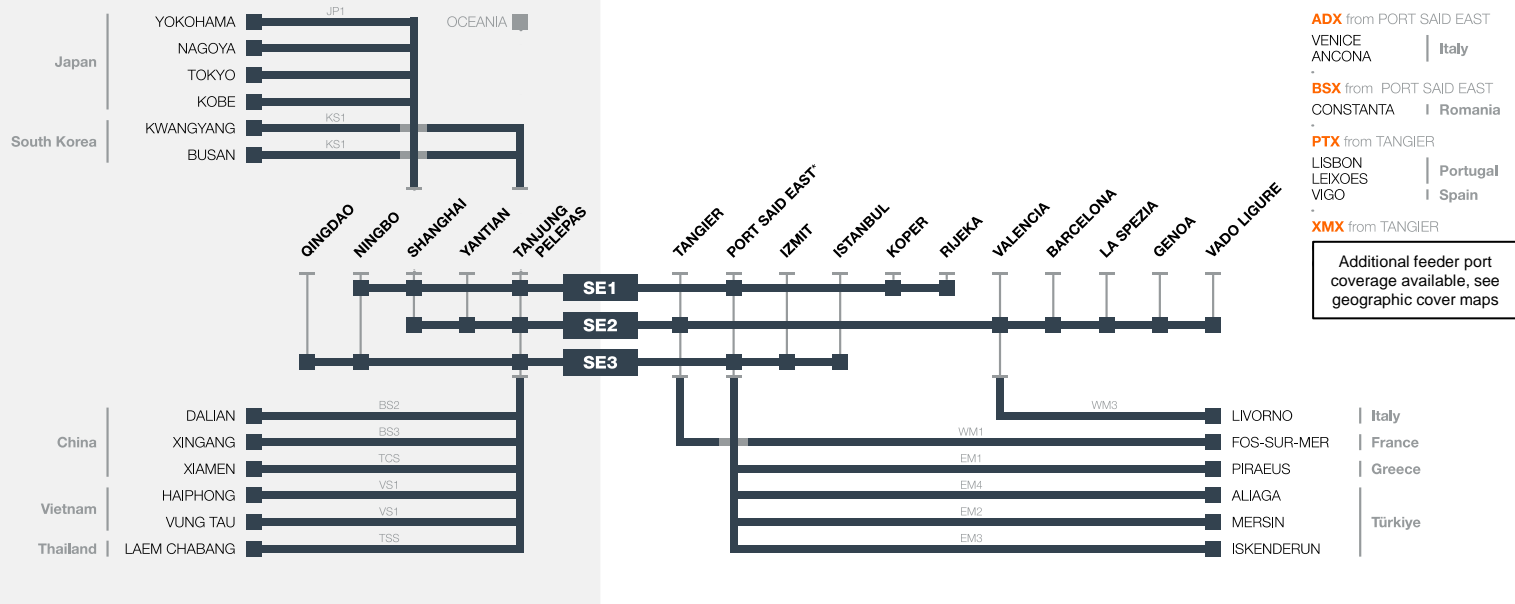
VCS from YANTIAN

SIHANOUKVILLE	Cambodia
SHEKOU	China

JPX from BUSAN

SHIBUSHI	Japan
OITA	
MOJI	
HAKATA	

Asia South Europe



All displayed Services are part of the Gemini Cooperation

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

Asia - Europe

Our South Europe – Asia services at a glance

■ Mainliner & Shuttle Services

■ Main Connecting Trade

Selected Feeder Connections

ADX from PORT SAID EAST

VENICE | Italy
ANCONA

BSX from PORT SAID EAST

CONSTANTA | Romania

PTX from TANGIER

LISBON | Portugal
LEIXOES | Spain
VIGO

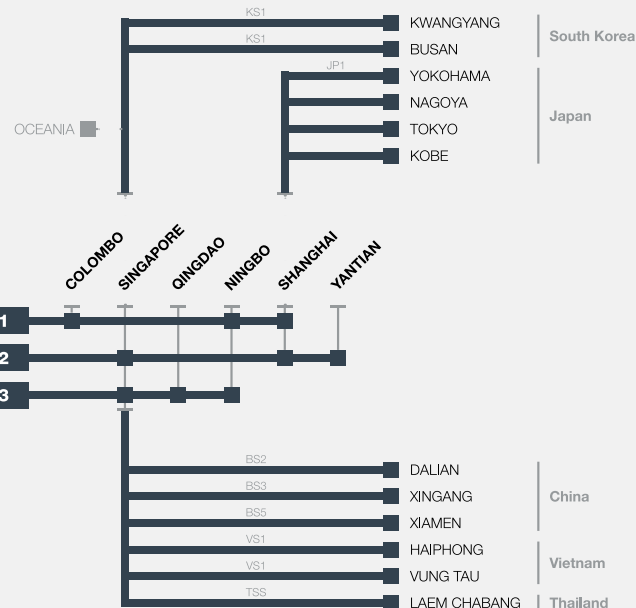
XMX from TANGIER

GEMLIK | Türkiye
CASABLANCA | Morocco

Additional feeder port coverage available, see geographic cover maps



South Europe Asia



Selected Feeder Connections

VIS from SINGAPORE

CAT LAI | Vietnam
PORT KELANG | Malaysia
PENANG | Indonesia
BELAWAN

CPF from SINGAPORE

NANSHA | China
BATANGAS | Philippines
MANILA
SUBIC BAY

JKF from SINGAPORE

JAKARTA | Indonesia

TWX from SINGAPORE

TAICHUNG | Taiwan
KAOHSIUNG

SS1 from SINGAPORE

SURABAYA | Indonesia
SEMARANG

VCS from YANTIAN

SIHANOUKVILLE | Cambodia
SHEKOU | China

JPX from BUSAN

SHIBUSHI | Japan
OITA
MOJI
HAKATA

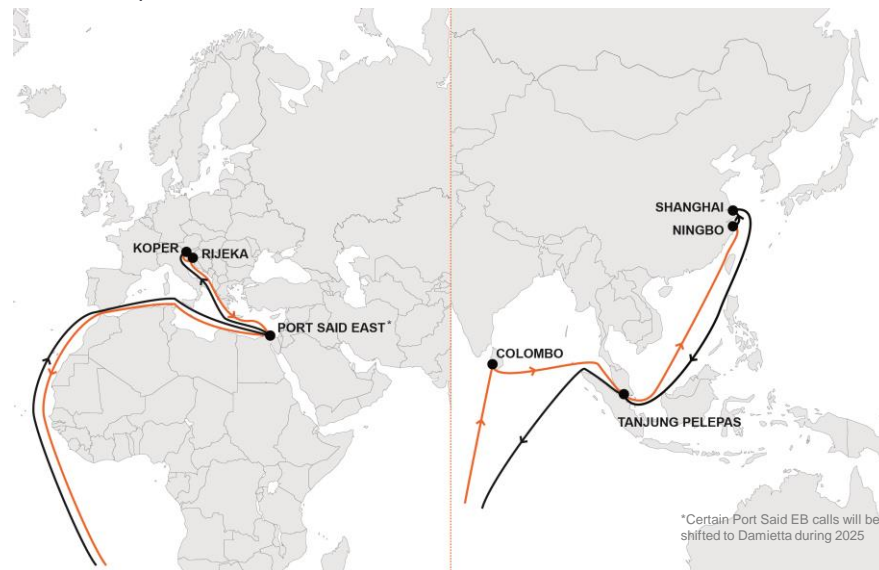
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*Certain Port Said East EB calls will be shifted to Damietta during 2025

Asia - Europe

Service Profile SE1

Gemini Cooperation Service

**KEY SERVICE VALUE PROPOSITION**

- Key service from Koper (SI) and Rijeka (HR) as gateways to Central European markets from Central China via the Cape of Good Hope
- Serving the Indian Subcontinent and Middle East with direct Connections to Colombo (LK) and Port Said East (EG)

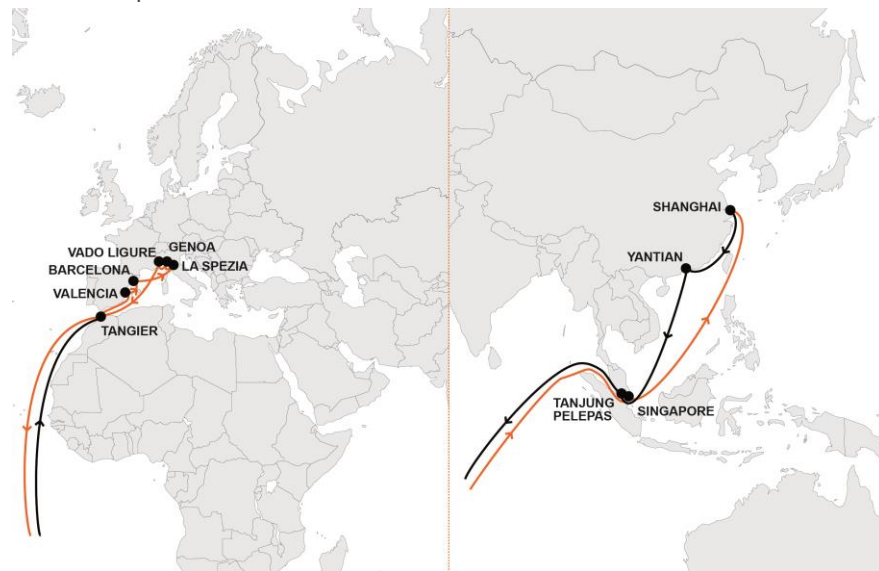
IMPORTANT CONNECTIONS

- Shuttles via Shanghai (CN) for Japan
- Shuttles via Tanjung Pelepas (MY) for Southeast Asian, South China, Korea, the Bohai Sea and Oceania cargo
- Port Said East (EG) enables fast and efficient transit from and to Türkiye, Greece and Red Sea
- Connection via Colombo (LK) to the Indian subcontinent

Asia - Europe

Service Profile SE2

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

- Key service connecting West Med from/to Central & South China with competitive transit times to Italy and Spain
- Eastbound service to export markets from Italy and Spain to Central and South China, Southeast Asia and Oceania via Tanjung Pelepas (MY) or Singapore (SG)

IMPORTANT CONNECTIONS

- Shuttles via Shanghai (CN) for Japan
- Shuttles via Tanjung Pelepas (MY) and Singapore (SN) for Southeast Asian, South China, Korea, the Bohai Sea and Oceania cargo
- Tanger (MA) and Valencia (ES) connect to the remaining Mediterranean

Asia - Europe

Service Profile SE3

Gemini Cooperation Service

**KEY SERVICE VALUE PROPOSITION**

- Key service to Türkiye, as gateway to Europe, from Qingdao (CN) and Ningbo (CN)
- Allows for additional Middle East ex- and imports via Port Said (EG)

IMPORTANT CONNECTIONS

- Shuttles via Tanjung Pelepas (MY) and Singapore (SN) for Southeast Asian, South China, Korea, the Bohai Sea and Oceania cargo
- Port Said East (EG) enables fast and efficient transit from and to Italy, Greece and Red Sea
- Black Sea to be connected via Istanbul (TR)

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Middle East

Our Asia – Middle East services at a glance

Mainliner & Shuttle Services

Selected Feeder Connections

VIS from TANJUNG PELEPAS

CAT LAI	Vietnam
PORT KELANG	Malaysia
PENANG	Indonesia
BELAWAN	Indonesia

TWX from TANJUNG PELEPAS

TAICHUNG	Taiwan
KAOHSIUNG	Taiwan

SS1 from TANJUNG PELEPAS

SURABAYA	Indonesia
SEMARANG	Indonesia

CPF from TANJUNG PELEPAS

NANSHA	China
SINGAPORE	Singapore
BATANGAS	Philippines
MANILA	Philippines
SUBIC BAY	Philippines

JKF from TANJUNG PELEPAS

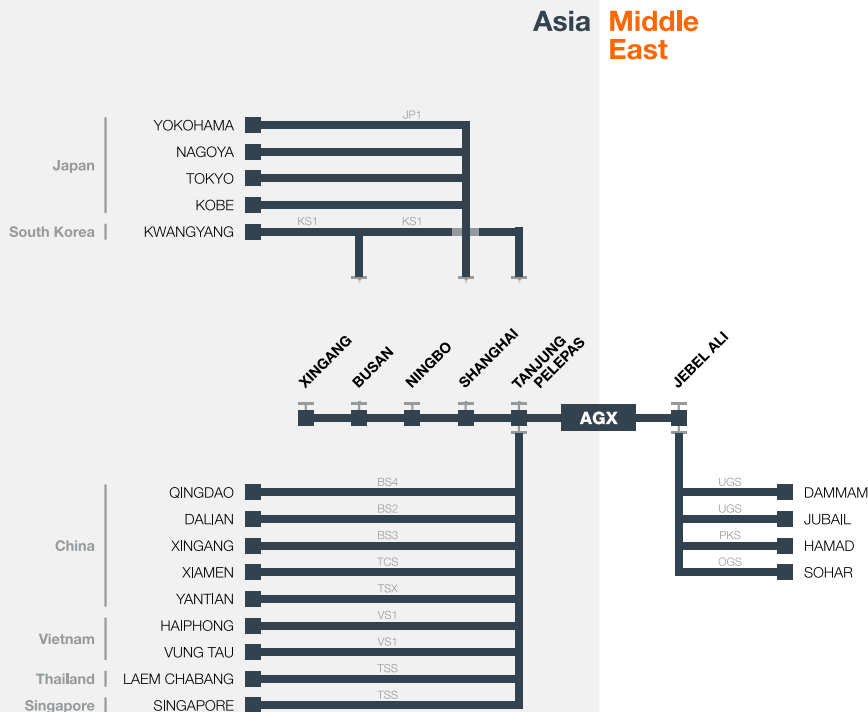
JAKARTA	Indonesia
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VCS from YANTIAN

SIHANOUKVILLE	Cambodia
SHEKOU	China

JPX from BUSAN

SHIBUSHI	Japan
OITA	Japan
MOJI	Japan
HAKATA	Japan



Additional feeder port coverage available, see geographic cover maps

Selected Feeder Connections

KWF from JEBEL ALI

SHUWAIKH	Kuwait
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IG1 from JEBEL ALI

SHUAIBA	Kuwait
KANDLA	India
UMM QASR	Iraq
BAHRAIN	Bahrain

Middle East

Our Middle East – Asia services at a glance

Mainliner & Shuttle Services

Selected Feeder Connections

KWF from JEBEL ALI
SHUWAIKH | Kuwait

IG1 from JEBEL ALI
SHUAIBA | Kuwait
KANDLA | India
UMM QASR | Iraq
BAHRAIN | Bahrain

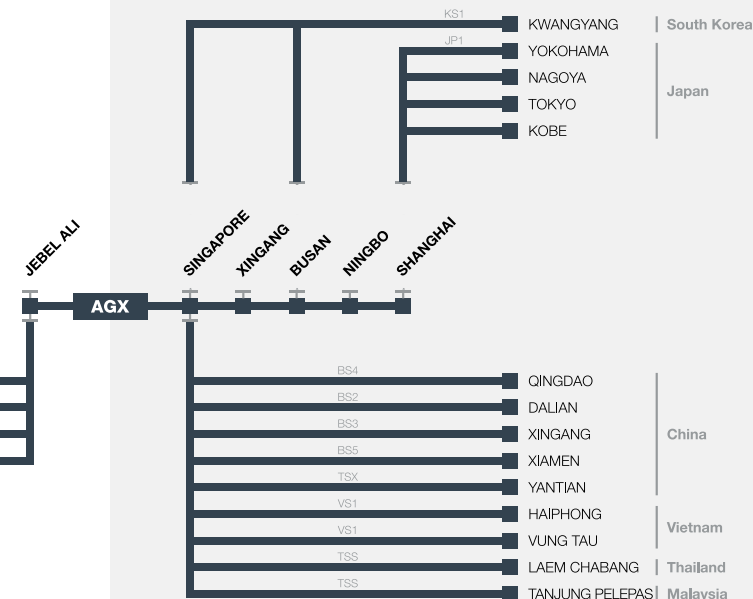
Additional feeder port coverage available, see geographic cover maps

Oman |
Qatar |
Saudi Arabia |

SOHAR
HAMAD
JUBAIL
DAMMAM

OGS
PKS
UGS
UGS

Middle East Asia



Selected Feeder Connections

VIS from SINGAPORE
CAT LAI | Vietnam
PORT KELANG | Malaysia
PENANG | Indonesia
BELAWAN | Indonesia

CPF from SINGAPORE
NANSHA | China
BATANGAS | Philippines
MANILA | Philippines
SUBIC BAY | Philippines

JKF from SINGAPORE
JAKARTA | Indonesia

TWX from TANJUNG PELEPAS
TAICHUNG | Taiwan
KAOHSIUNG | Taiwan

SS1 from TANJUNG PELEPAS
SURABAYA | Indonesia
SEMARANG | Indonesia

VCS from YANTIAN
SIHANOUKVILLE | Cambodia
SHEKOU | China

JPX from BUSAN
SHIBUSHI | Japan
OITA | Japan
MOJI | Japan
HAKATA | Japan

Asia-Middle East

Service Profile AGX

Gemini Cooperation Service

**KEY SERVICE VALUE PROPOSITION**

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

IMPORTANT CONNECTIONS

- Shuttles via Jebel Ali (AE) into the Arabian Gulf
- Shuttles via Shanghai (CN) for Japanese and via Tanjung Pelepas (MY) and Singapore (SN) for Southeast Asian, South China, the Bohai Sea and Oceania cargo

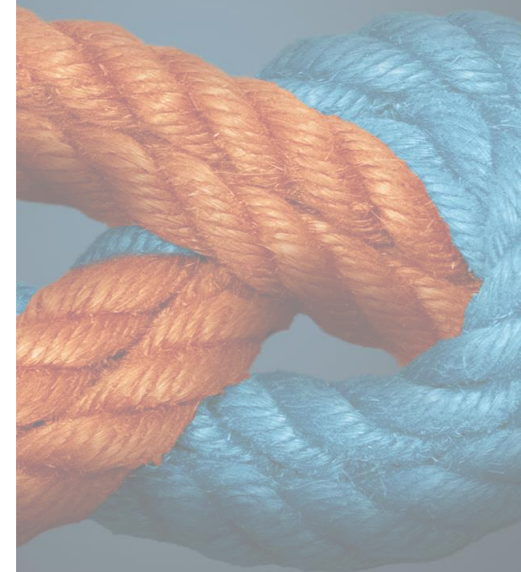
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Atlantic

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

14

Services

92

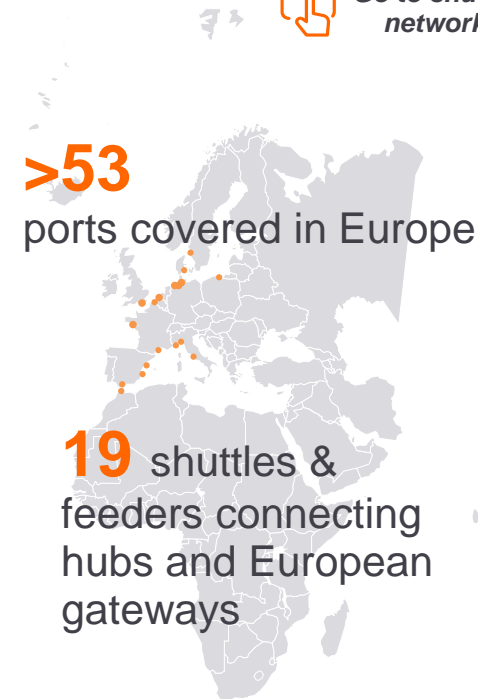
Vessels

8

Ø Calls per service

5.4 TTEU

Ø Vessel size

[Go to shuttle network](#)

Atlantic

Key features and improvements of our future Atlantic service

Transit times for selected port pairs (across Atlantic network)

As of December 17, 2024

Discover our
Schedule

FROM	TO								
	New York	Norfolk	Philadelphia	Baltimore	Savannah	Charleston	Houston	Veracruz	Altamira
Hamburg	12	17 ²	15 ³	25	18	13	31 ²	15	18
Antwerp	22	15	21	24	25	20	22	21	24
Rotterdam	15	13	18	21	15	10	20	19	22
Southampton	18	18	21	24	23	18	25	23	26
Le Havre	21	21	24	27	21	16	30	23	26
Genoa	13	15	25	18	24	20	30	22	24
Livorno	16	20	24	21	24	23	32	24	26
Valencia	15	17	32	27	29	29	24	16	18
Barcelona	17	19	43	22	28	24	26	18	20
Fos-sur-Mer	18	20	31	19	25	21	27	22	24

> 90%

Schedule
reliability

Disclaimer: The transit times are subject to change based on our final schedules and routings. We will publish final schedules, routings and transit times before our official start of booking in December

Atlantic

Port coverage on our North America - North Europe services



Atlantic

Our North Europe to North America services at a glance

Mainliner & Shuttle Services

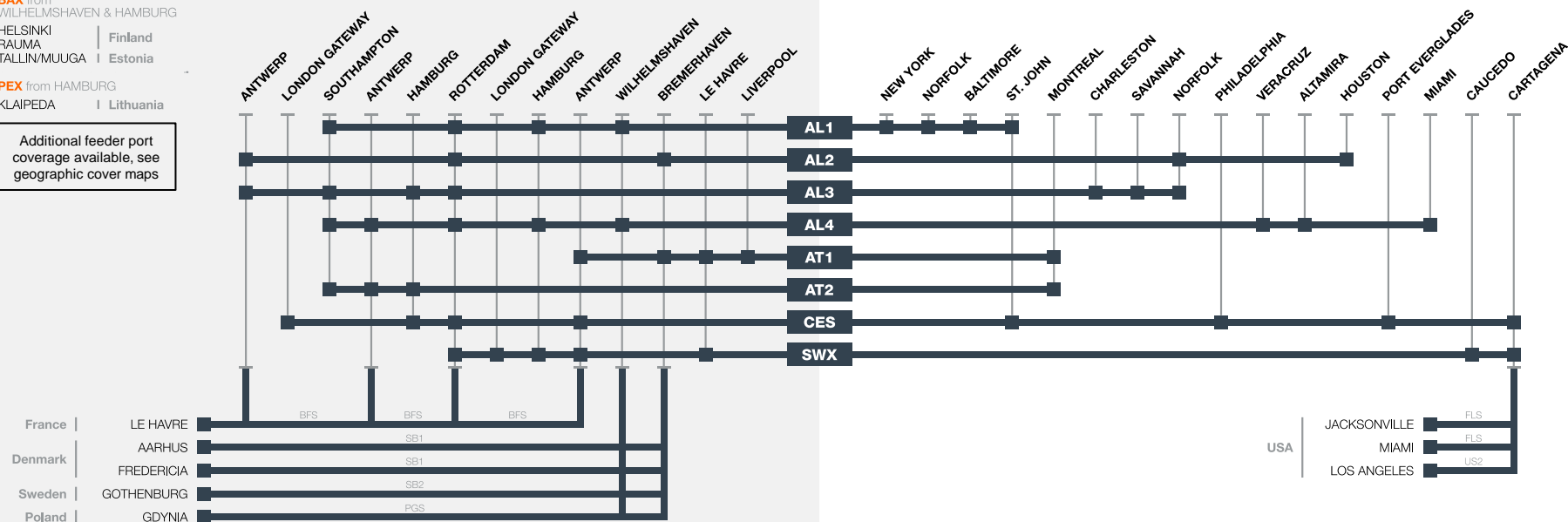
Selected Feeder Connections

BAX from
WILHELMSHAVEN & HAMBURG
HELSINKI
RAUMA
TALLIN/MUUGA | Estonia

PEX from HAMBURG
KLAIPEDA | Lithuania

Additional feeder port
coverage available, see
geographic cover maps

North Europe North America



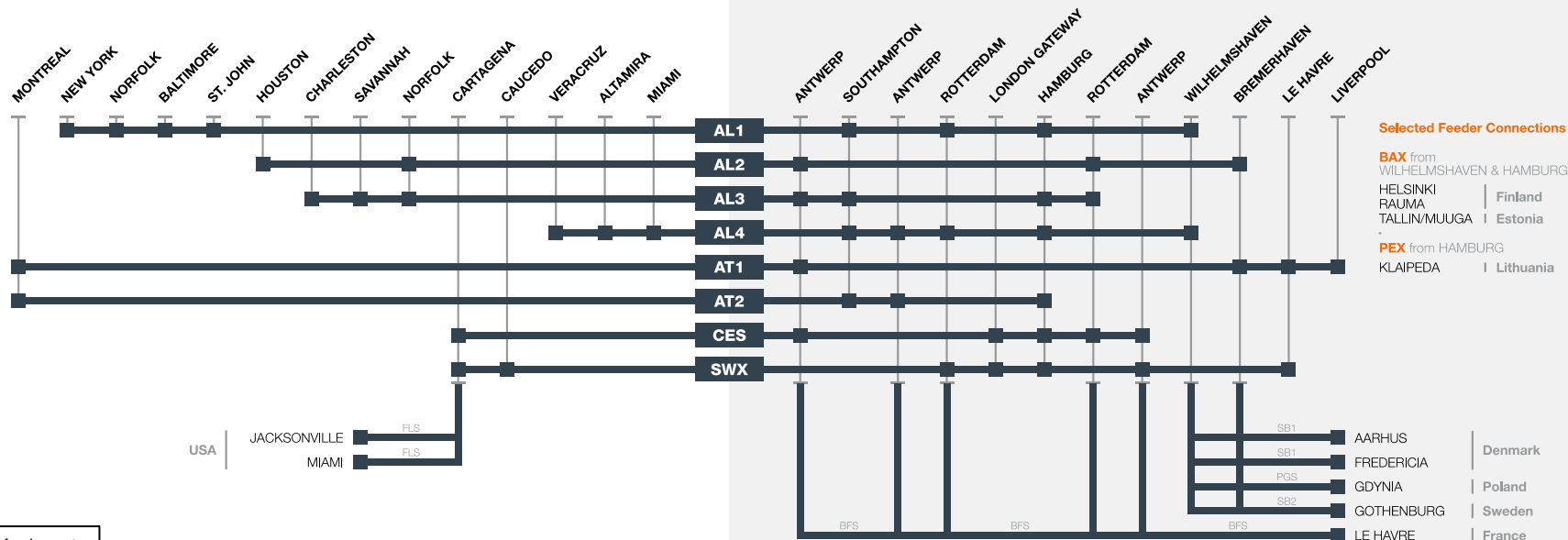
Baltic Shuttle ports can be connected to AL3, AL4, AT2 and CES service via feeder services in Hamburg
Hapag-Lloyd Mainliner Services outside Gemini Scope: AT1, AT2, CES and SWX

Atlantic

Our North America to North Europe services at a glance

Mainliner & Shuttle Services

North America North Europe



Additional feeder port coverage available, see geographic cover maps

Baltic Shuttle ports can be connected to AL3, AL4, AL1, AT2, CES and SWX service via feeder services in Hamburg
 Hapag-Lloyd Mainliner Services outside Gemini Scope: AT1, AT2, CES and SWX

North Europe - North America

Service Profile AL1

Gemini Cooperation Service



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)
- Fastest transit time from Wilhelmshaven (DE)
- Coverage of Norfolk (US) and Baltimore (US)

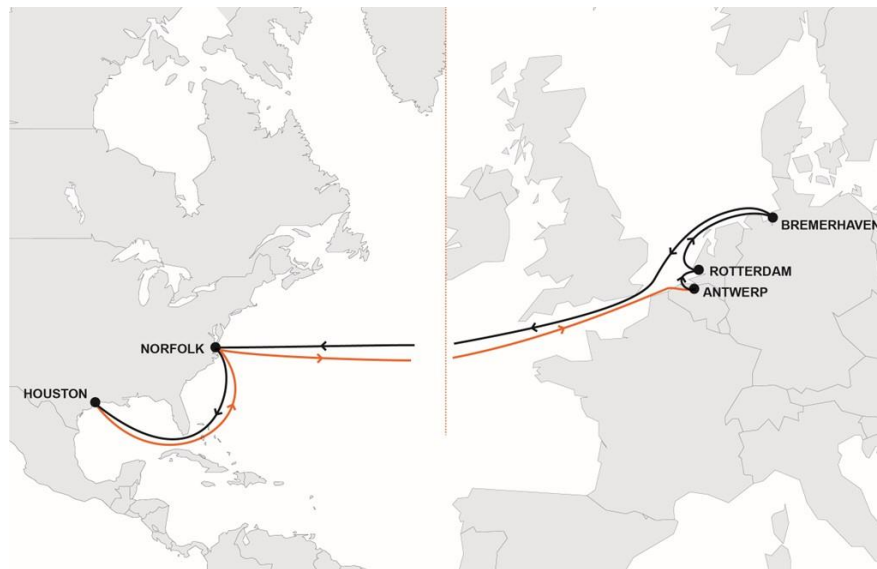
IMPORTANT CONNECTIONS

- Le Havre (FR) connected by dedicated shuttle via Rotterdam (NL) with connectivity westbound and eastbound
- Shuttles via Wilhelmshaven (DE) connect to Poland, Sweden and Denmark
- Comprehensive intermodal connections into US Midwest
- Scandinavian and Baltic markets covered via Wilhelmshaven (DE)
- Oakland, CA (US) will be connected via Norfolk (US) by mini-land-bridge rail on east- & westbound

North Europe - North America

Service Profile AL2

Gemini Cooperation Service

**KEY SERVICE VALUE PROPOSITION**

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

IMPORTANT CONNECTIONS

- Le Havre (FR) connected by dedicated shuttle via Rotterdam (NL)
- Shuttles via Bremerhaven (DE) connect to Poland, Sweden and Denmark
- Additional Scandinavian and Baltic ports are covered via Bremerhaven (DE)

North Europe - North America

Service Profile AL3

Gemini Cooperation Service

**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 (BE) and Rotterdam (NL)

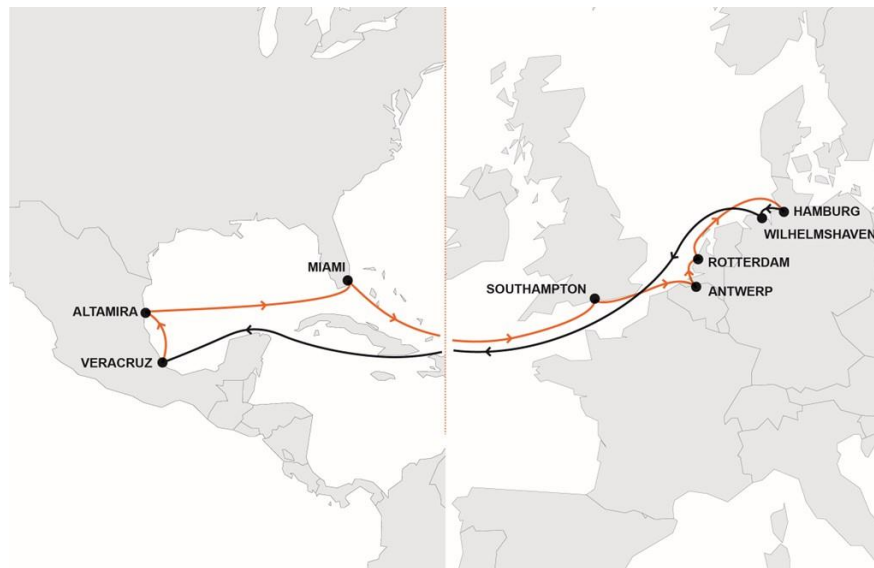
IMPORTANT CONNECTIONS

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

North Europe - North America

Service Profile AL4

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

- Core Mexico service without stopover in the US on westbound rotation, with key attributes like no U.S. AMS required
- Prime eastbound service from Mexico and Miami (US) to the UK and Benelux markets

IMPORTANT CONNECTIONS

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

North Europe - North America

Service Profile AT1

Hapag-Lloyd Service

**KEY SERVICE VALUE PROPOSITION**

- Direct service offering Liverpool and Le Havre in addition to Bremerhaven and Antwerp to Montreal
- Excellent cross-border connection to/from US Midwest

IMPORTANT CONNECTIONS

- Gothenburg (SE), Aarhus (DK) and Gdansk (PL) connected via shuttle services via Bremerhaven (DE)

North Europe - North America

Service Profile AT2

Hapag-Lloyd Service

**KEY SERVICE VALUE PROPOSITION**

- One of the fastest services from North Europe to Montreal
- Excellent cross-border connection to/from US Midwest
- Direct service from Montreal to Southampton

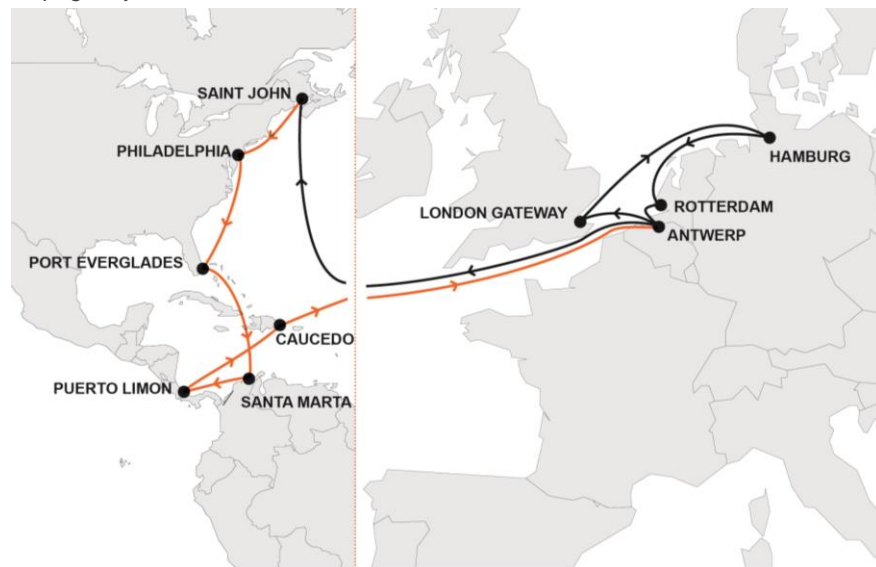
IMPORTANT CONNECTIONS

- Le Havre (FR) connected by dedicated shuttle via Antwerp (BE)
- All Scandinavian and Baltic markets connected via Hamburg (DE) by a comprehensive network of feeders

North Europe - North America

Service Profile CES

Hapag-Lloyd Service



KEY SERVICE VALUE PROPOSITION

- Competitive transit times for the Atlantic and Latin American connections
- Weekly coverage of St. John (NB) paired with the London Gateway & Rotterdam calls and Caribbean connectivity
- Coverage of Philadelphia (US)

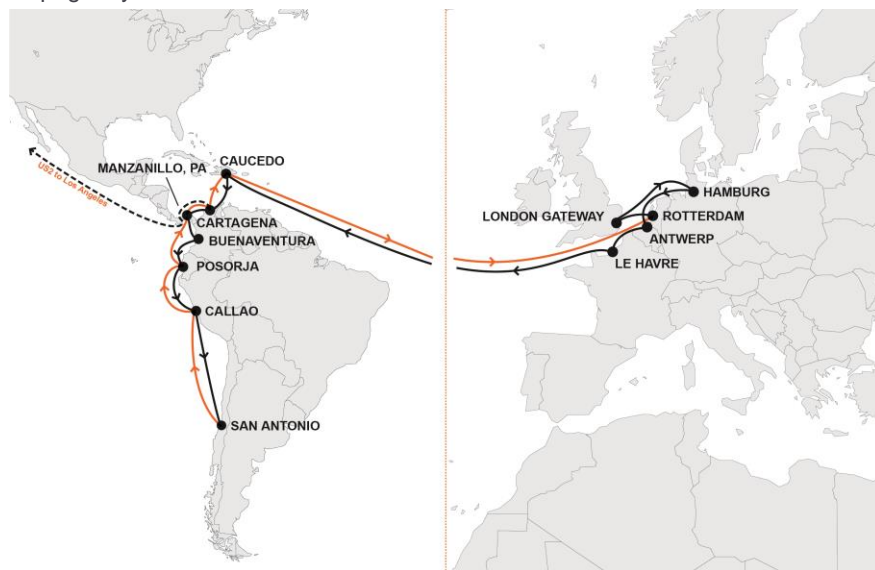
IMPORTANT CONNECTIONS

- Le Havre (FR) connected by dedicated shuttle via Antwerp (BE) and Rotterdam (NL)
- All Scandinavian and Baltic markets connected via Hamburg (DE) by a comprehensive network of feeders

North Europe - North America

Service Profile SWX

Hapag-Lloyd Service

**KEY SERVICE VALUE PROPOSITION**

- Connecting service of the North Europe main ports with a direct transshipment in Cartagena (CO) connecting to the US2 to Los Angeles (US)

IMPORTANT CONNECTIONS

- All Scandinavian and Baltic markets connected via Hamburg (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

Mainliner & Shuttle Services

Main Connecting Trade

Selected Feeder Connections

ADX from PORT SAID EAST

VENICE
ANCONA

Italy

XMX from TANGIER

GEMLIK
CASABLANCATürkiye
Marocco

BSX from PORT SAID EAST

CONSTANTA

Romania

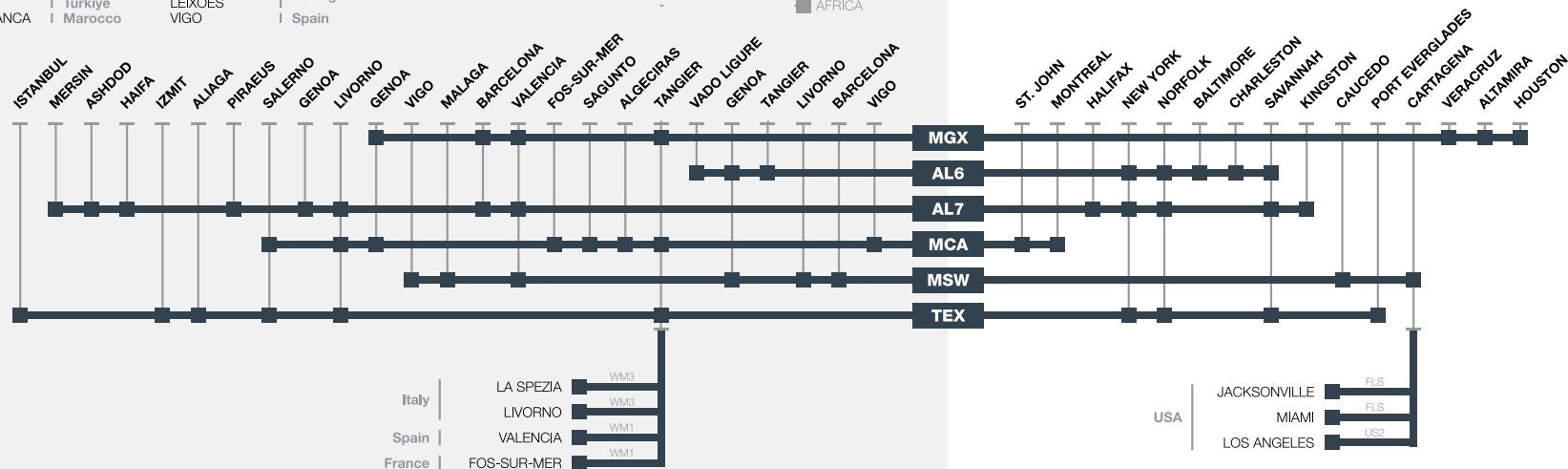
PTX from TANGIER

LISBON
LEIXOES
VIGOPortugal
Spain

LATIN AMERICA

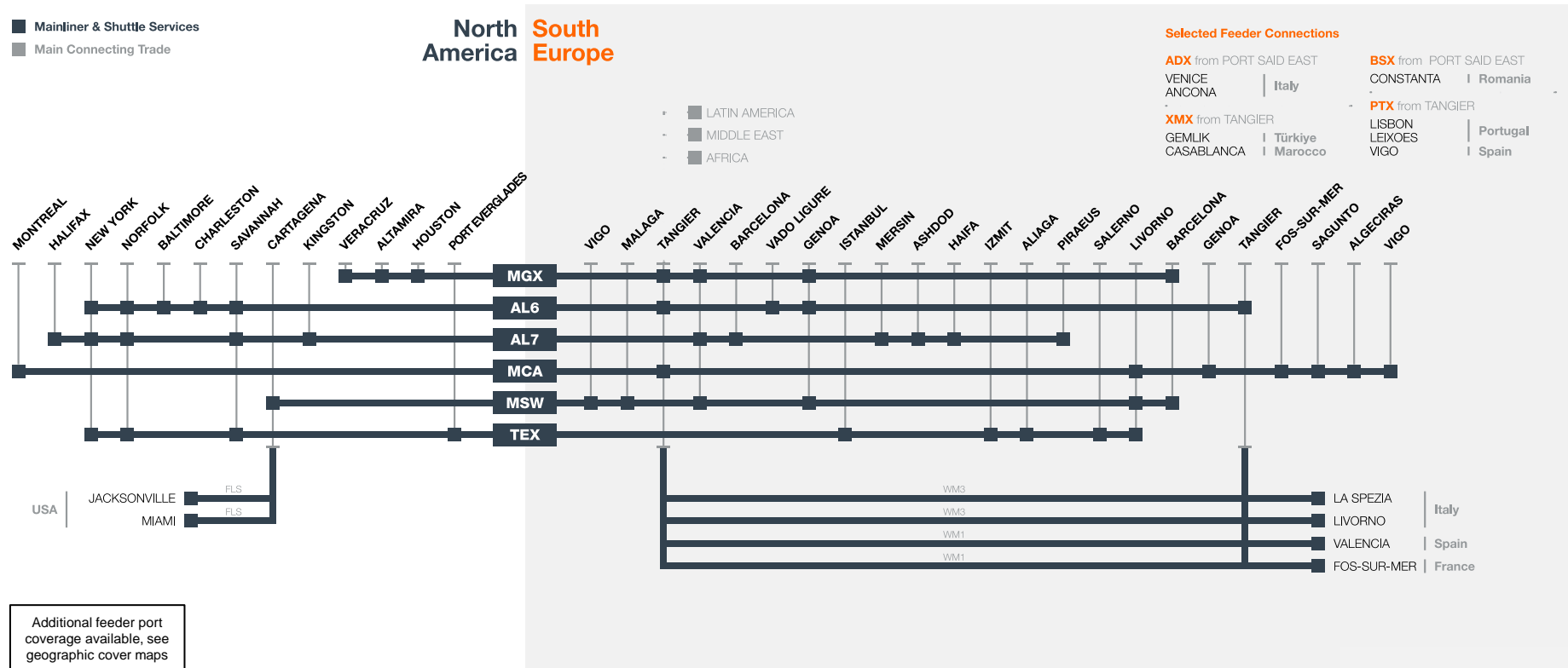
MIDDLE EAST

AFRICA

South Europe
North AmericaAdditional feeder port
coverage available, see
geographic cover maps

Atlantic

Our North America to South Europe services at a glance



Hapag-Lloyd Mainliner Services outside Gemini Scope: AL7, MCA, MSW and TEX

Mediterranean - North America

Service Profile MGX

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

- Core West Mediterranean to Mexico service without stopover in the US, with key attributes like no U.S. AMS required
- Comprehensive coverage of the Spanish market with non-stop connection from Med 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 shuttles 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
- Exports from US WC via rail from Houston to the Med
- Imports from the Med to Oakland (US) will be connected via Houston by rail

Mediterranean - North America

Service Profile AL6

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

- Key service with extensive coverage from West Mediterranean to US East Coast
- New York (US) as first westbound call to ensure fastest transit time
- Direct calls in Genoa and Vado Ligure

IMPORTANT CONNECTIONS

- Shuttles via Tangier (MA) to connect the Mediterranean
- Comprehensive intermodal connections into the US Midwest

Mediterranean - North America

Service Profile AL7

Hapag-Lloyd Service

**KEY SERVICE VALUE PROPOSITION**

- Direct coverage of Israel and Greece with two direct Turkish ports
- Additional Eastern Mediterranean and Black Sea ports linked via own feeder network

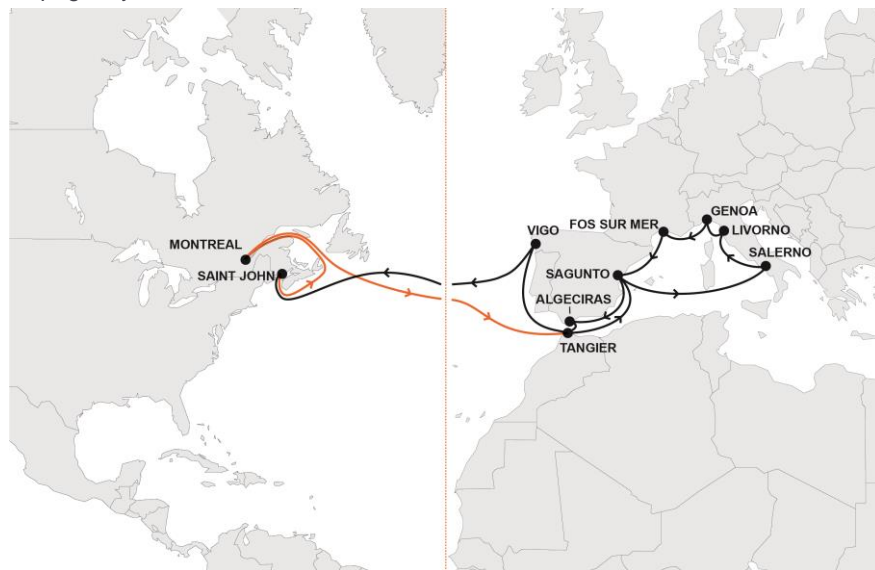
IMPORTANT CONNECTIONS

- Shuttles from Valencia (ES) connecting imports via Tangier (MA) to our global network

Mediterranean - North America

Service Profile MCA

Hapag-Lloyd Service



KEY SERVICE VALUE PROPOSITION

- Service offering excellent transit times to/from Montreal
- Excellent cross-border connection to/from US Midwest, for imports to US Midwest also via St. John
- Very comprehensive direct port coverage in the Med
- Hub in Tangier allows for cross-trade business between Montreal and Africa,
- South America Eastcoast and Middle East/India

IMPORTANT CONNECTIONS

- Shuttles via Tangier (MA) to connect to our global network

Mediterranean - North America

Service Profile TEX

Hapag-Lloyd Service



KEY SERVICE VALUE PROPOSITION

- Fast and direct connection between major Turkish and US East Coast ports
- Salerno connected directly to US East Coast
- Connecting Turkey via the hub in Tangier to our global network

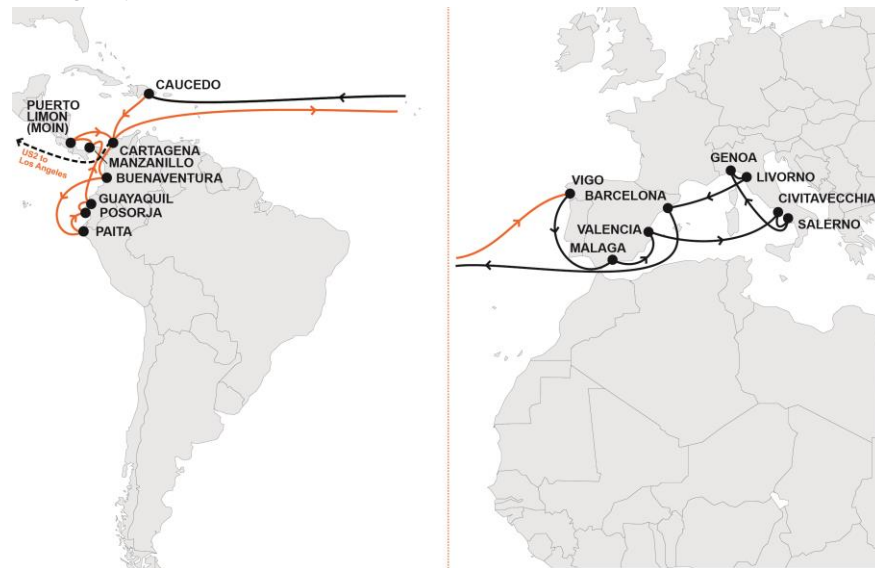
IMPORTANT CONNECTIONS

- Shuttles via Tangier (MA) to connect to Valencia (ES), Livorno (IT), La Spezia (IT) and Fos sur mer (FR)

Mediterranean - North America

Service Profile MSW

Hapag-Lloyd Service



KEY SERVICE VALUE PROPOSITION

- Connecting a wide range of Mediterranean ports via transshipment to the US West Coast

IMPORTANT CONNECTIONS

- Link to US West Coast, Miami (US) and Jacksonville (US) via Cartagena (CO)

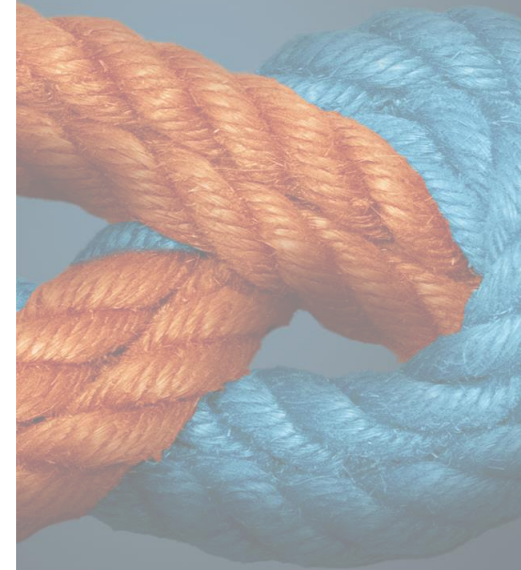
Agenda

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D.	Trade Overview Transpacific	52
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F.	Overview Shuttle Network and Intra Regional Trades	88

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 future Transpacific service in numbers

KEY FACTS

11

Services

111

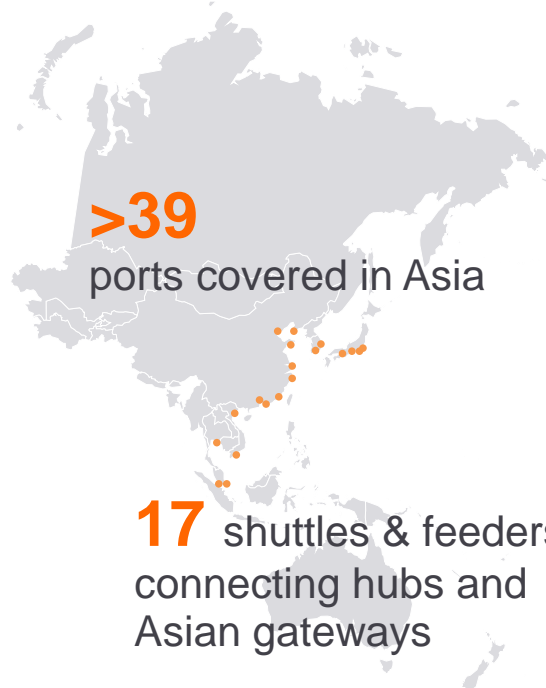
Vessels

7

Ø Calls per service

10.3 TTEU

Ø Vessel size

Go to shuttle
network

>15

ports covered in
North America1 shuttle
connecting Florida

Transpacific

Key features and improvements of our future Transpacific service

Transit times for selected port pairs (across Transpacific network)

As of December 17, 2024

Discover our
Schedule

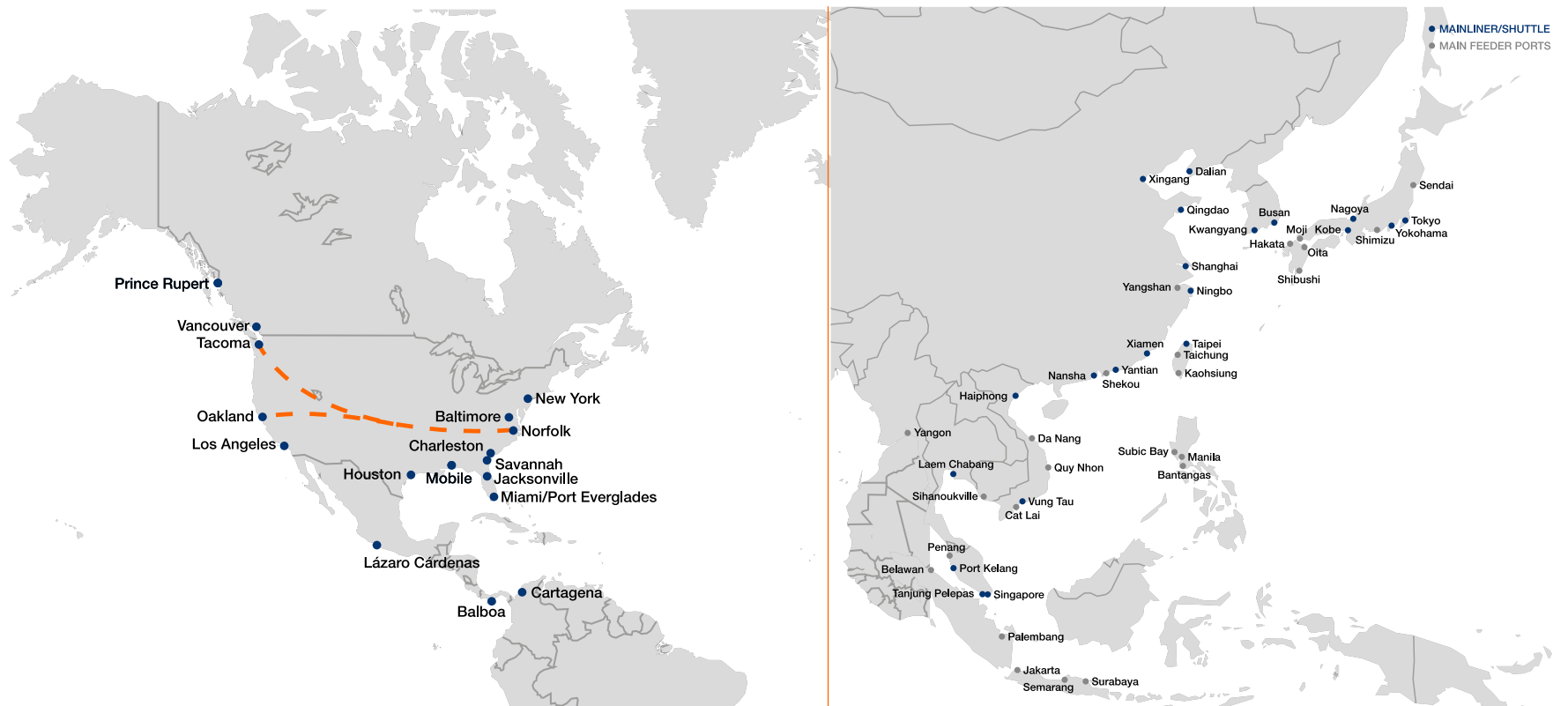
FROM	TO										
	Los Angeles	Oakland	Tacoma	Vancouver	Prince Rupert	New York	Baltimore	Norfolk	Charleston	Savannah	Houston
Shanghai	15	26	17	23	20	34	55	38	32	30	43
Yantian	17	42	24	31	24	41	47	45	50	53	35
Ningbo	15	36	21	27	23	38	55	49	36	34	40
Qingdao	23	34	23	32	25	36	54	40	57	60	41
Xiamen	37	48	28	34	25	43	46	47	49	52	46
Nansha	19	62	23	29	31	43	49	46	52	55	45
Vung Tau	23	46	40	42	39	34	30	37	40	36	44
Haiphong	23	41	28	34	37	45	51	48	41	39	60
Laem Chabang	24	51	36	40	33	36	42	39	58	48	42
Busan	19	30	13	19	16	29	48	33	45	43	29

> 90%
Schedule
reliability

Disclaimer: The transit times are subject to change based on our final schedules and routings. We will publish final schedules, routings and transit times before our official start of booking in December

Transpacific

Port coverage on our Transpacific services



Transpacific

Our Asia to US West Coast services at a glance

Mainliner & Shuttle Services

Selected Feeder Connections

VIS from TANJUNG PELEPAS

CAT LAI	Vietnam
PORT KELANG	Malaysia
PENANG	Indonesia
BELAWAN	

TWX from TANJUNG PELEPAS

TAICHUNG	Taiwan
KAOHSIUNG	

SS1 from TANJUNG PELEPAS

SURABAYA	Indonesia
SEMARANG	

CPF from TANJUNG PELEPAS

BATANGAS	Philippines
MANILA	
SUBIC BAY	

JKF from TANJUNG PELEPAS

JAKARTA	Indonesia
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VCS from YANTIAN

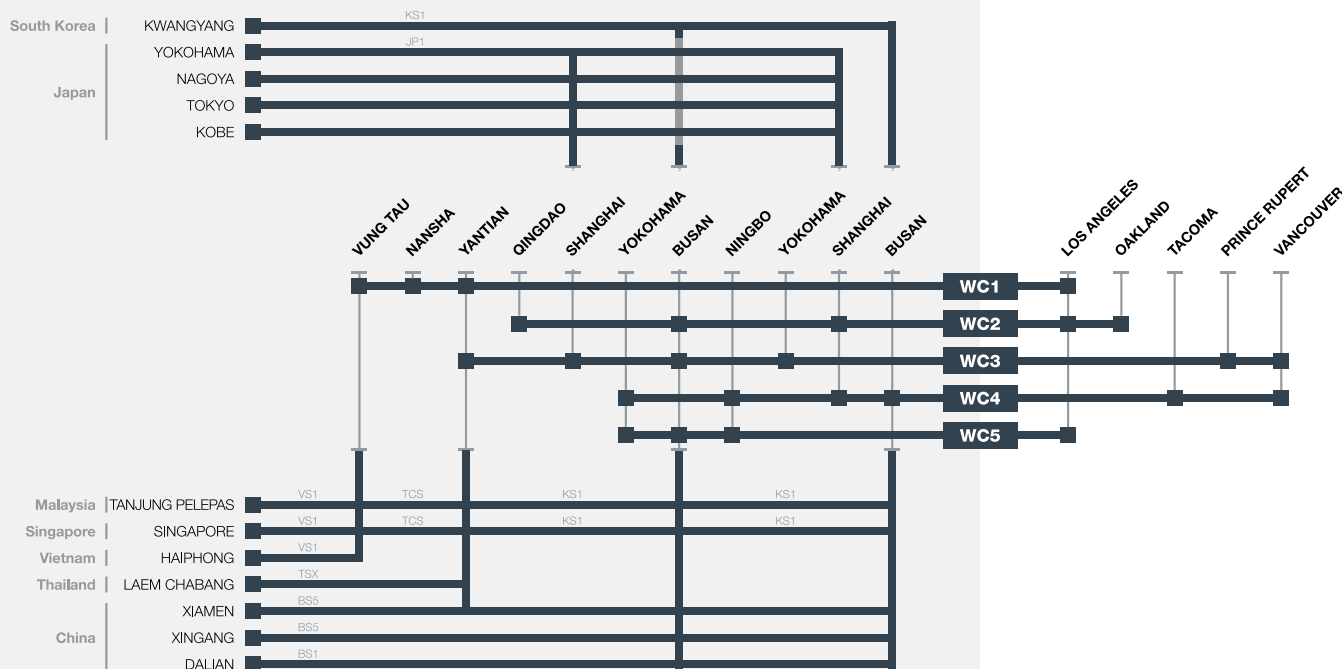
SIHANOUKVILLE	Cambodia
SHEKOU	China

JPX from BUSAN

SHIBUSHI	Japan
OITA	
MOJI	
HAKATA	

Additional feeder port coverage available, see geographic cover maps

Asia US West Coast

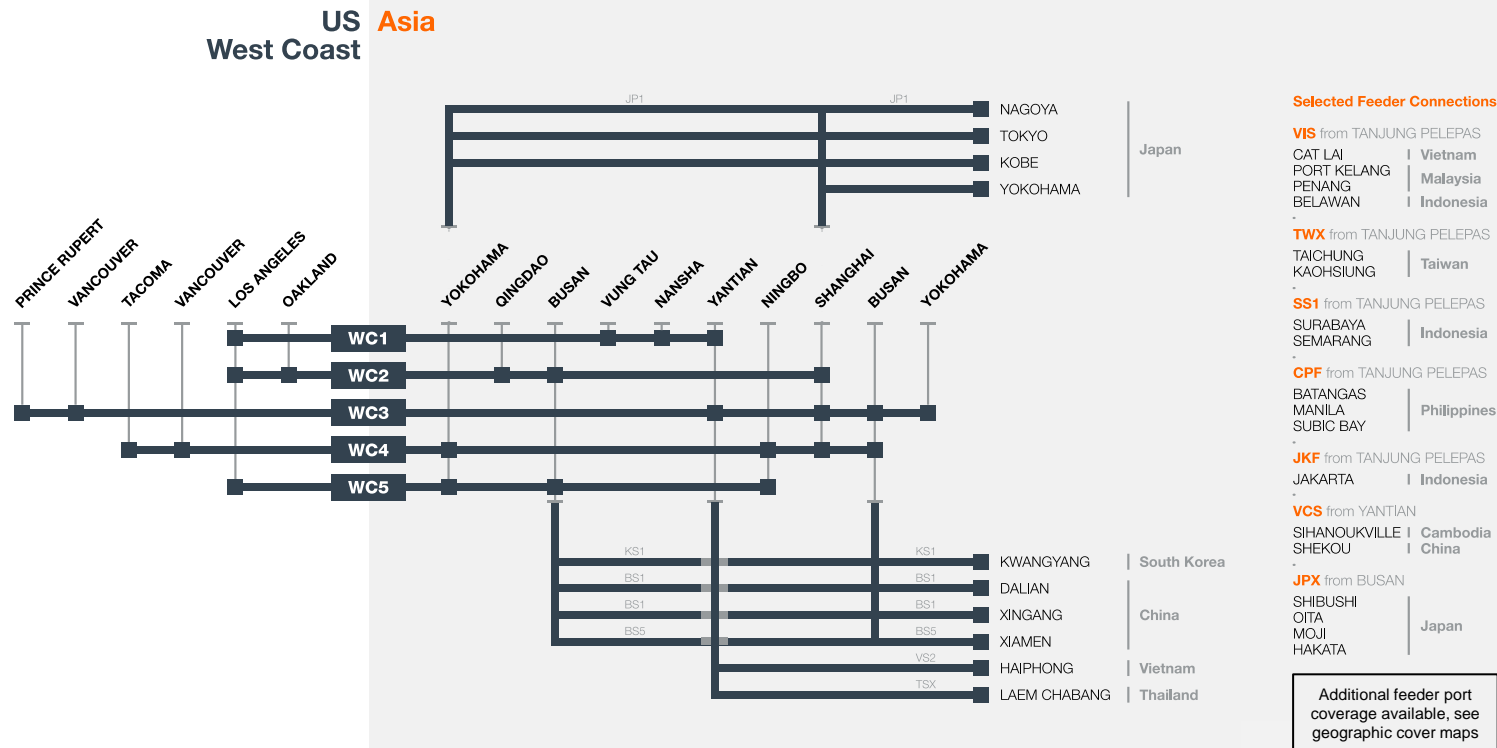


All displayed Services are part of the Gemini Cooperation

Transpacific

Our US West Coast to Asia services at a glance

Mainliner & Shuttle Services



All displayed Services are part of the Gemini Cooperation

Asia - US West Coast

Service Profile WC1

Gemini Cooperation Service



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

- Shuttle via Vung Tau (VN) and Yantian (CN) connects cargo to the remaining Asian service network

Asia - US West Coast

Service Profile WC2

Gemini Cooperation Service



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

- Connection via Shanghai (CN) serves Japanese cargo
- Shuttle via Busan (KR) to connect the Bohai sea

Asia - Canada West Coast

Service Profile WC3

Gemini Cooperation Service



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

- Connection via Shanghai (CN) serves remaining Japanese cargo and Shuttle via Busan (KR) to connect the Bohai sea
- Inland network connects to all key rail ramps and doors in Canada and the US

Asia - Canada and US West Coast

Service Profile WC4

Gemini Cooperation Service



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)

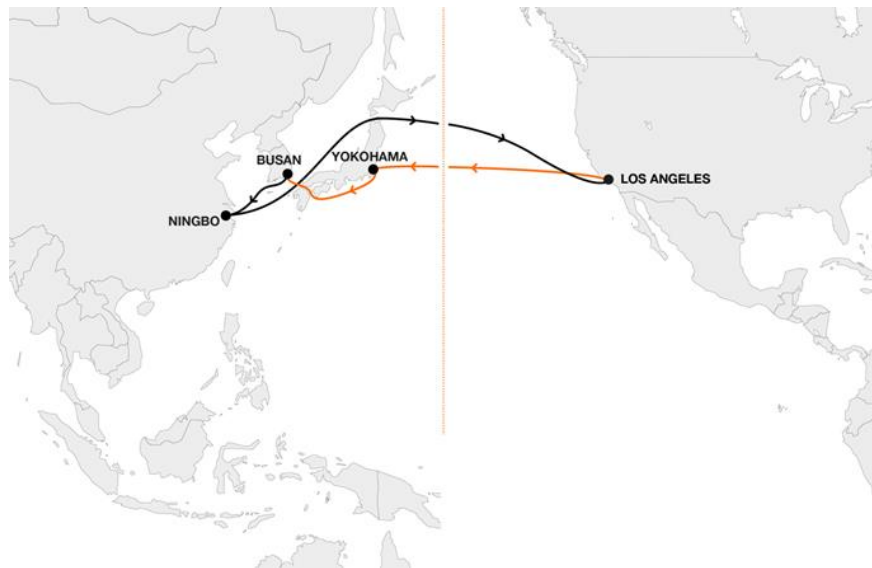
IMPORTANT CONNECTIONS

- Connection via Shanghai (CN) serves remaining Japanese cargo and Shuttle via Busan (KR) to connect the Bohai sea
- Inland network connects to all key rail ramps and doors in Canada and the US

Asia - US West Coast

Service Profile WC5

Gemini Cooperation Service



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)
- US Flag Service

IMPORTANT CONNECTIONS

- Shuttle from Busan (KR) serves the markets of the Bohai Sea

Our Asia to US East Coast services at a glance



Transpacific

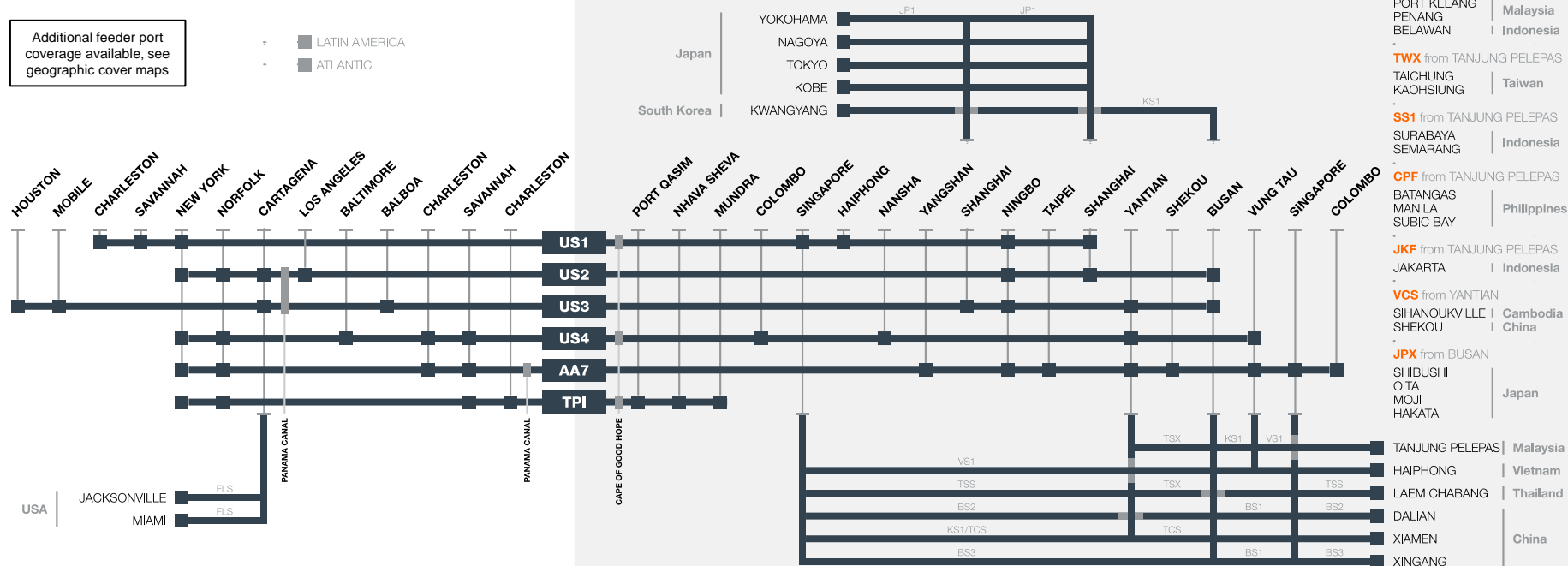
Our US East Coast to Asia services at a glance

■ Mainliner & Shuttle Services
■ Main Connecting Trade

Additional feeder port coverage available, see geographic cover maps

■ LATIN AMERICA
■ ATLANTIC

US East Coast Asia

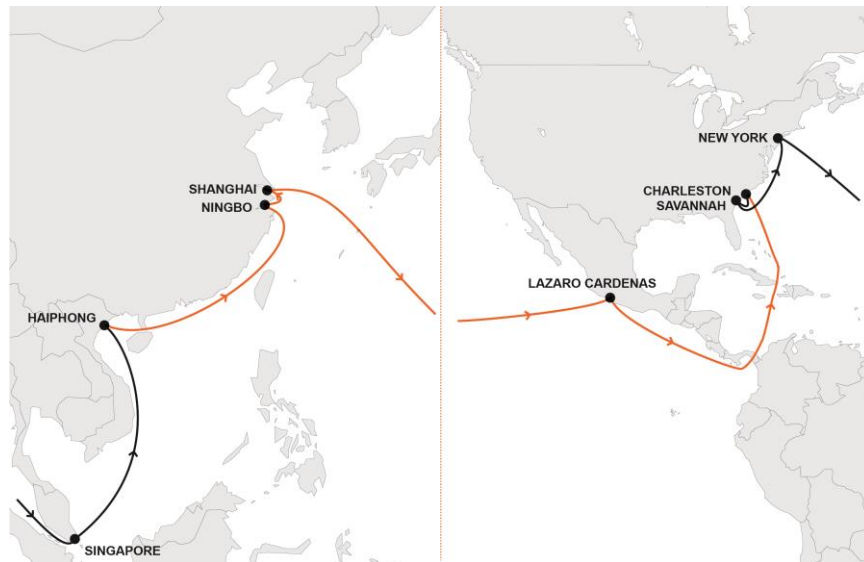


Hapag-Lloyd Mainliner Services outside Gemini Scope: AA7 and TPI

Asia - US West Coast

Service Profile US1

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

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

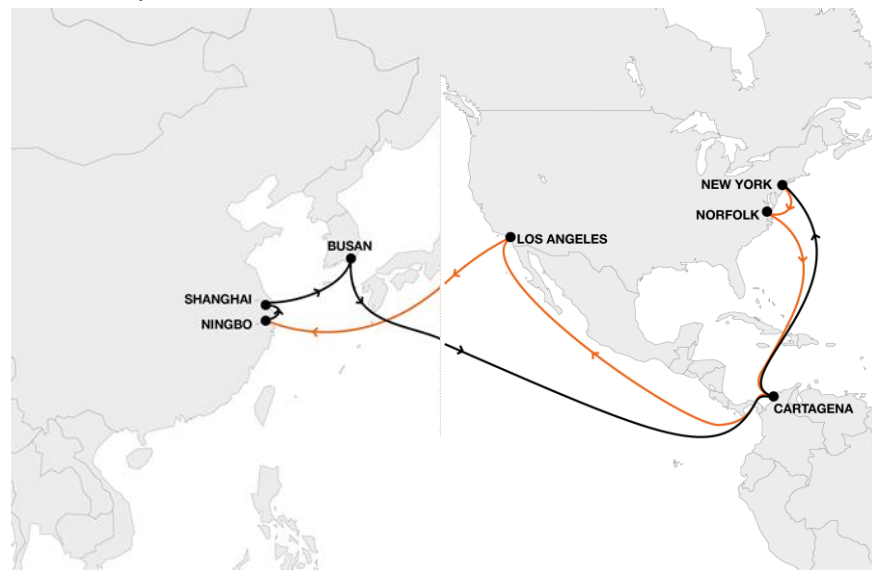
IMPORTANT CONNECTIONS

- Shuttles via Shanghai (CN) for Korean and Japanese and via Haiphong (VN) for Southeast Asian cargo
- Cross-border rail network accesses to Dallas (US) via Lazaro Cardenas (MX)
- Comprehensive intermodal connections into the US Midwest

Asia - US West Coast

Service Profile US2

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

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

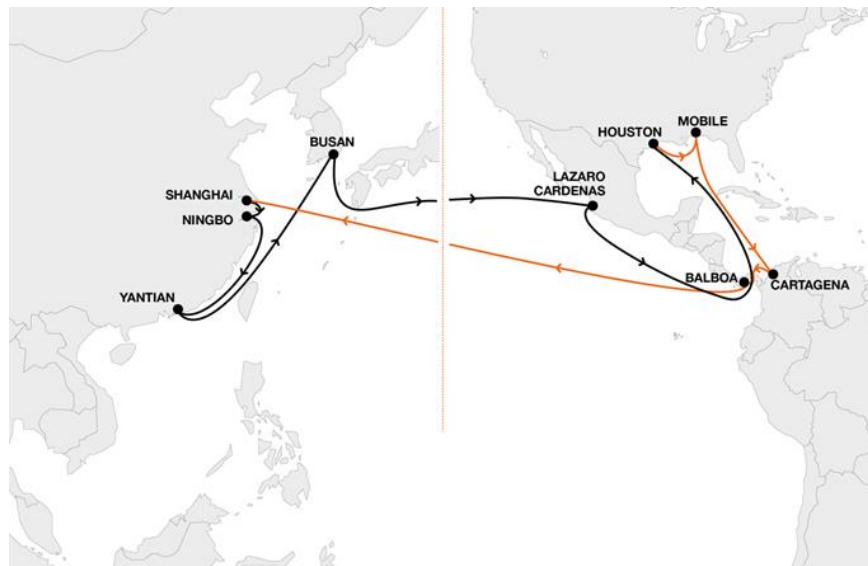
IMPORTANT CONNECTIONS

- Shuttles via Shanghai (CN) for Japanese cargo
- Direct connection to Cartagena (CO) serves as a link to Latin American markets and Florida (US)
- Comprehensive intermodal connections into the US Midwest

Asia - US Gulf Coast

Service Profile US3

Gemini Cooperation Service

**KEY SERVICE VALUE PROPOSITION**

- Key service to connect Central China, South Korea and Japan to the US Gulf Coast
- Direct connection from Busan (KR) to Lazaro Cardenas (MX)

IMPORTANT CONNECTIONS

- Shuttles via Shanghai (CN) for Japanese cargo
- Cross-border rail network accesses to Dallas (US) via Lazaro Cardenas (MX)
- Direct connection to Cartagena (CO) serves as a link to Latin American markets and Florida (US)

Asia - US East Coast

Service Profile US4

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

- Key service to connect the US East Coast with Southeast Asia and South China with a connection to the Indian subcontinent via Colombo (LK)
- Coverage of all US East coast ports

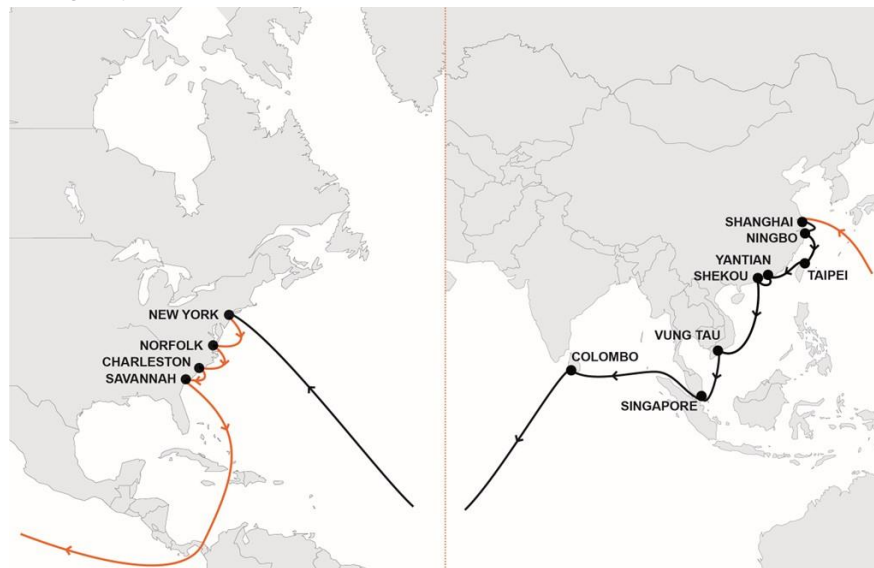
IMPORTANT CONNECTIONS

- Shuttles via Shanghai (CN) for Korean and Japanese and via Tanjong Pelepas (MY) for Southeast Asian, South China and Bohai sea cargo
- Connection via Colombo (LK) into the Indian subcontinent
- Comprehensive intermodal connections into the US Midwest

Asia - US East Coast

Service Profile AA7

Hapag-Lloyd Service

**KEY SERVICE VALUE PROPOSITION**

- More connections from East Asia and Southeast Asia
- Enhanced rotation with two additional ports: Shanghai and Colombo
- Calling APM terminal in New York/New Jersey with infrastructure connectivity, modern IT systems and largest Reefer capacity in the region
- On dock rail services

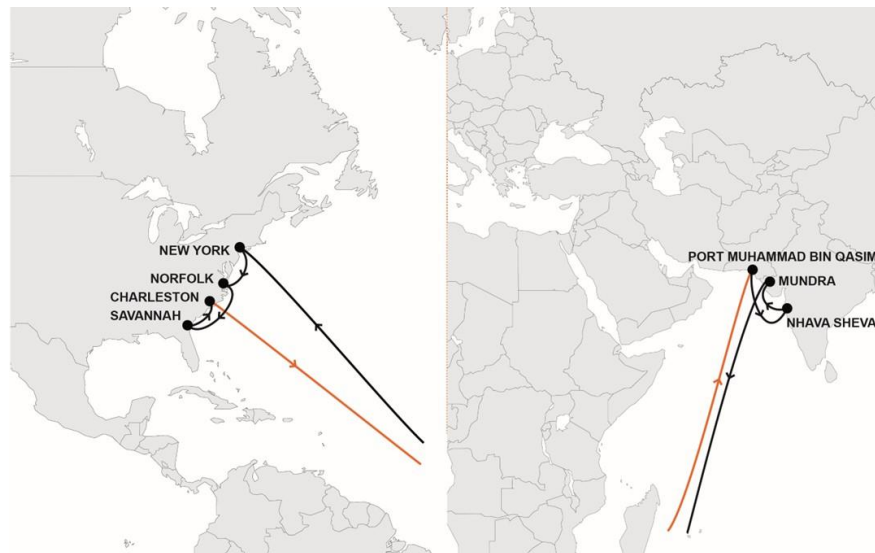
IMPORTANT CONNECTIONS

- Shuttles via Shanghai (CN) for Korean and Japanese and via Singapore (SG) for Southeast Asian, South China and Bohai sea cargo
- Connection via Colombo (LK) into the Indian subcontinent
- Comprehensive intermodal connections into the US Midwest

Indian Subcontinent - US East Coast

Service Profile TPI

Hapag-Lloyd Service



KEY SERVICE VALUE PROPOSITION

- TPI (Indamex) is THE premium service in North/Central India, Pakistan and US East Coast Market. With the TPI we offer outstanding service in ISC-US East coast market
- The TPI service has been augmented by the TPI extra loaders to help our customers to better connect to the US and put some relief on the continuous high demand.

IMPORTANT CONNECTIONS

- Comprehensive intermodal connections into the US Midwest

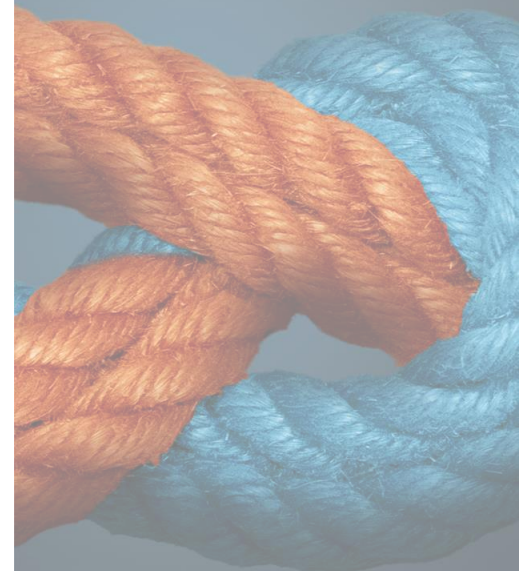
Agenda

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F.	Overview Shuttle Network and Intra Regional Trades	88

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 future Middle East service in numbers

KEY FACTS

6

Services

43

Vessels

7

Ø Calls per service

10.4 TTEU

Ø Vessel size

>39

ports covered in Europe

>20

ports covered in
Middle East19 shuttles &
feeders
connecting
hubs and
European
gateways6 shuttles & feeders
connecting hubs
and Middle Eastern
gatewaysGo to shuttle
network

Middle East

Key features and improvements of our future Middle East service

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

As of December 10, 2024

Discover our
Schedule

FROM	TO									
	Jebel Ali	Jeddah	Dammam	Hamad	Salalah	Nhava Sheva	Mundra	Chennai	Karachi	Colombo
Hamburg	37	25	45	40	34	44	41	58 ²	41	38
Rotterdam	40	33	48	43	37	47	44	43	44	37
London Gateway	32	21	40	35	29	39	36	40	36	34
Genoa	35	21	42	37	34	44	40	39	41	34
Izmit	51	18	58	53	47	60	56	47	54	41

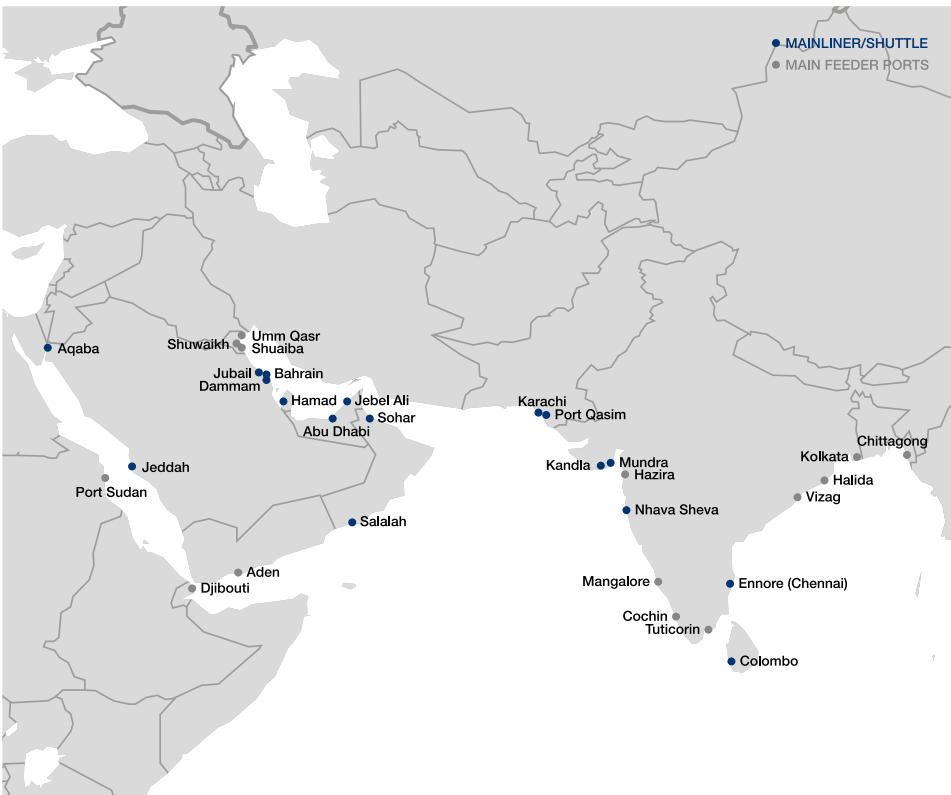
FROM	TO									
	Hamburg	Rotterdam	Antwerp	London Gateway	Valencia	Fos-sur-Mer	Genoa	Istanbul	Mersin	Izmit
Nhava Sheva	37	33	40	41	30	46	38	45	43	43
Mundra	41	37	44	45	34	50	42	49	47	47
Chennai	59	34	46	37	37	39	63	56	50	20
Jubail	42	38	56	46	48	53	45	63	61	50
Jeddah	20	20	17	28	12	28	23	17	8	11

> 90%
Schedule
reliability

Disclaimer: The transit times are subject to change based on our final schedules and routings. We will publish final schedules, routings and transit times before our official start of booking in December

Middle East

Port coverage on our Middle East – North Europe services



Middle East

Our Middle East to North Europe services at a glance

Mainliner & Shuttle Services

Selected Feeder Connections

KWF from JEBEL ALI

SHUWAIKH | Kuwait

IG1 from JEBEL ALI

SHUAIBA | Kuwait

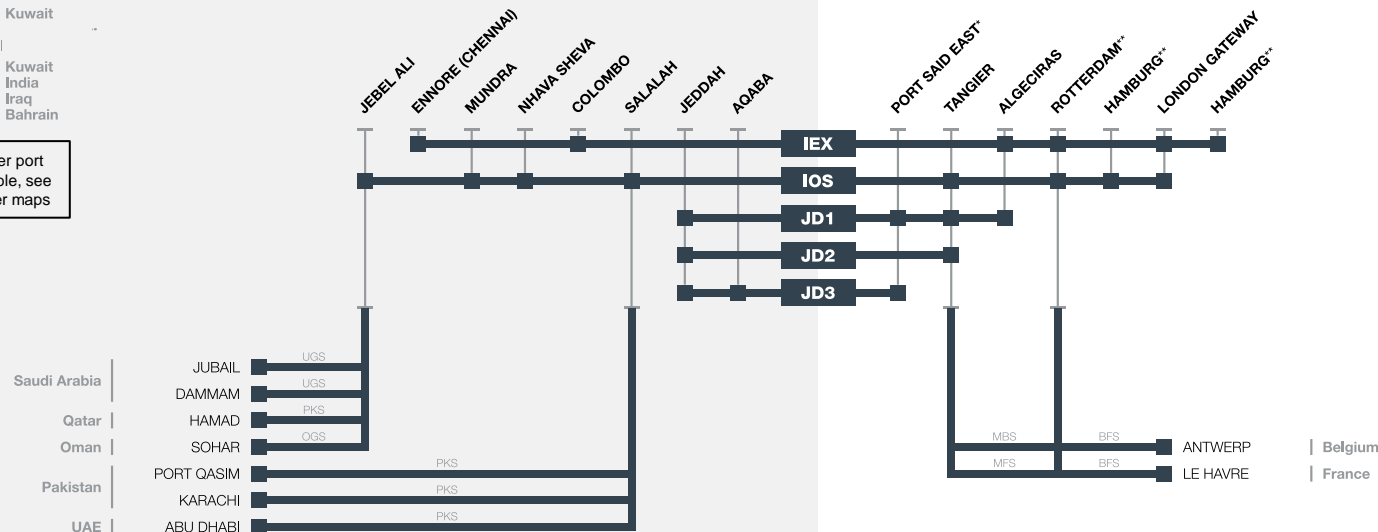
KANDLA | India

UMM QASR | Iraq

BAHRAIN | Bahrain

Additional feeder port coverage available, see geographic cover maps

Middle East North Europe



Selected Feeder Connections

BAX from WILHELMSHAVEN & HAMBURG

HELSINKI | Finland

RAUMA | Estonia

TALLIN/MUUGA | Estonia

PEX from HAMBURG

KLAIPEDA | Lithuania

GDYNIA | Poland

All displayed Services are part of the Gemini Cooperation

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

** Transpacific & Latin America connected via NC

Middle East

Our North Europe to Middle East services at a glance

■ Mainliner & Shuttle Services

Selected Feeder Connections

BAX from
WILHELMSHAVEN & HAMBURG

HELSINKI | Finland
RAUMA | Estonia
TALLIN/MUUGA | Estonia

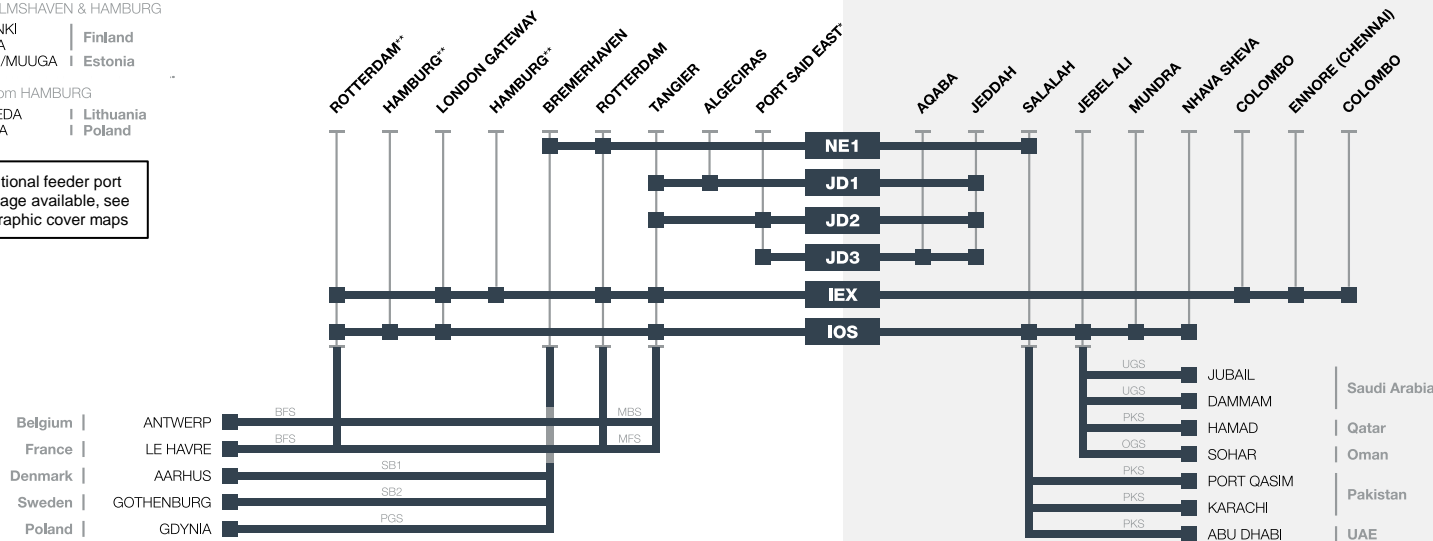
PEX from HAMBURG

KLAIPEDA | Lithuania
GDYNIA | Poland

Additional feeder port
coverage available, see
geographic cover maps

North
Europe

Middle
East



Selected Feeder Connections

KWF from JEBEL ALI

SHUWAIKH | Kuwait

IG1 from JEBEL ALI

SHUAIBA | Kuwait

KANDLA | India

UMM QASR | Iraq

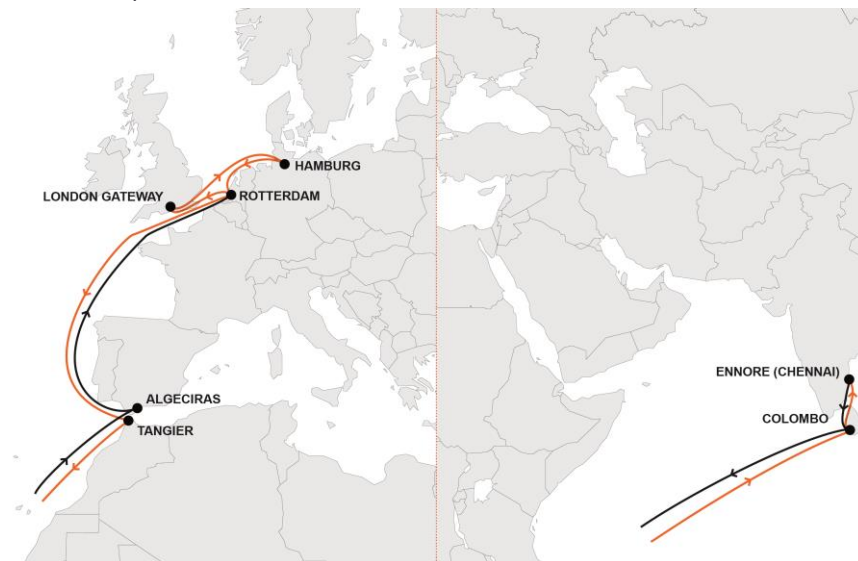
BAHRAIN | Bahrain

All displayed Services are part of the Gemini Cooperation
 * Certain Port Said East EB Calls will be shifted to Damietta during 2025
 **Transpacific & Latin America connected via NC

Middle East - North Europe

Service Profile IEX

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

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

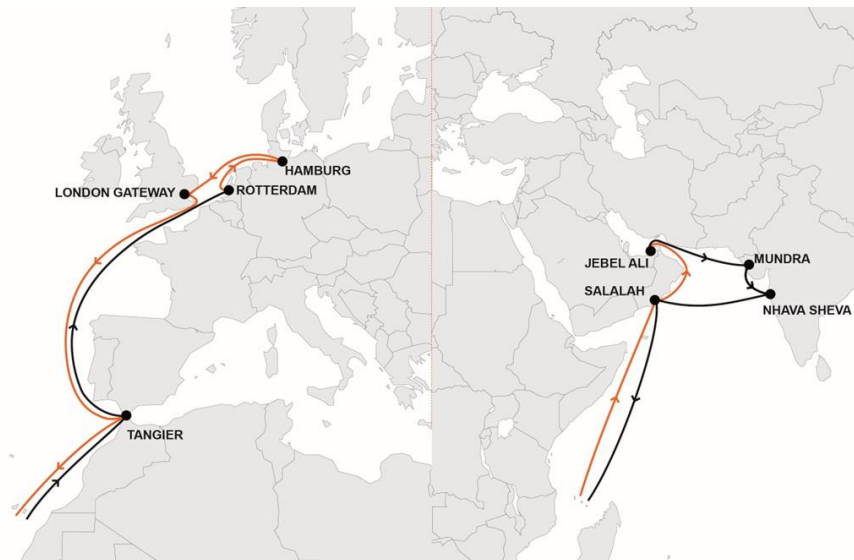
IMPORTANT CONNECTIONS

- Shuttles via Bremerhaven (DE) to connect Scandinavia and via Rotterdam (NL) to connect Antwerp (BE), and Le Havre (FR)
- Shuttles via Tangier (MA) and Algeciras (ES) to connect the Mediterranean
- Connecting into the Indian Subcontinent via Colombo (LK)

Middle East - Mediterranean

Service Profile IOS

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

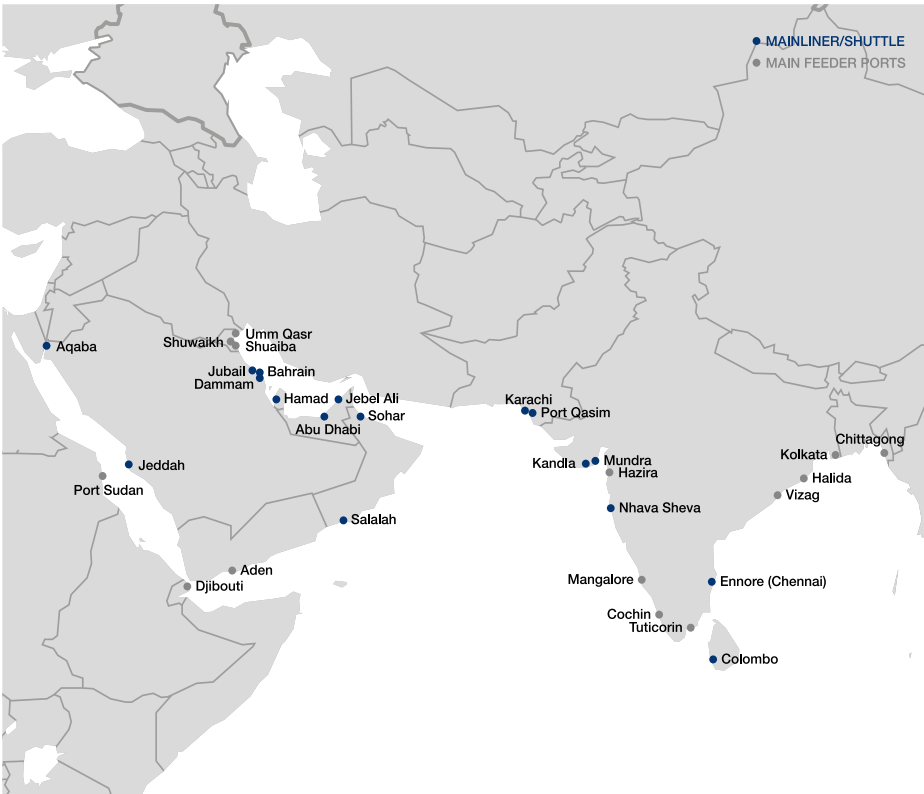
- Key service between North Europe, the Indian Subcontinent, Red Sea and Arabian Gulf
- Serving the markets of Africa, US East Coast and Latin America through a direct connection to Tangier (MA)
- Additional coverage of Jebel Ali (AE), Salalah (OM), Mundra (IN) and Nhava Sheva (IN) next to IMX

IMPORTANT CONNECTIONS

- Shuttles via Rotterdam (NL) connect to Antwerp (BE) and Le Havre (FR)
- Shuttles via Salalah (OM) and Jebel Ali (UA) connect to the Persian Gulf and Pakistan

Middle East

Port coverage on our Middle East – South Europe services



Middle East

Our Middle East to South Europe services at a glance

Mainliner & Shuttle Services

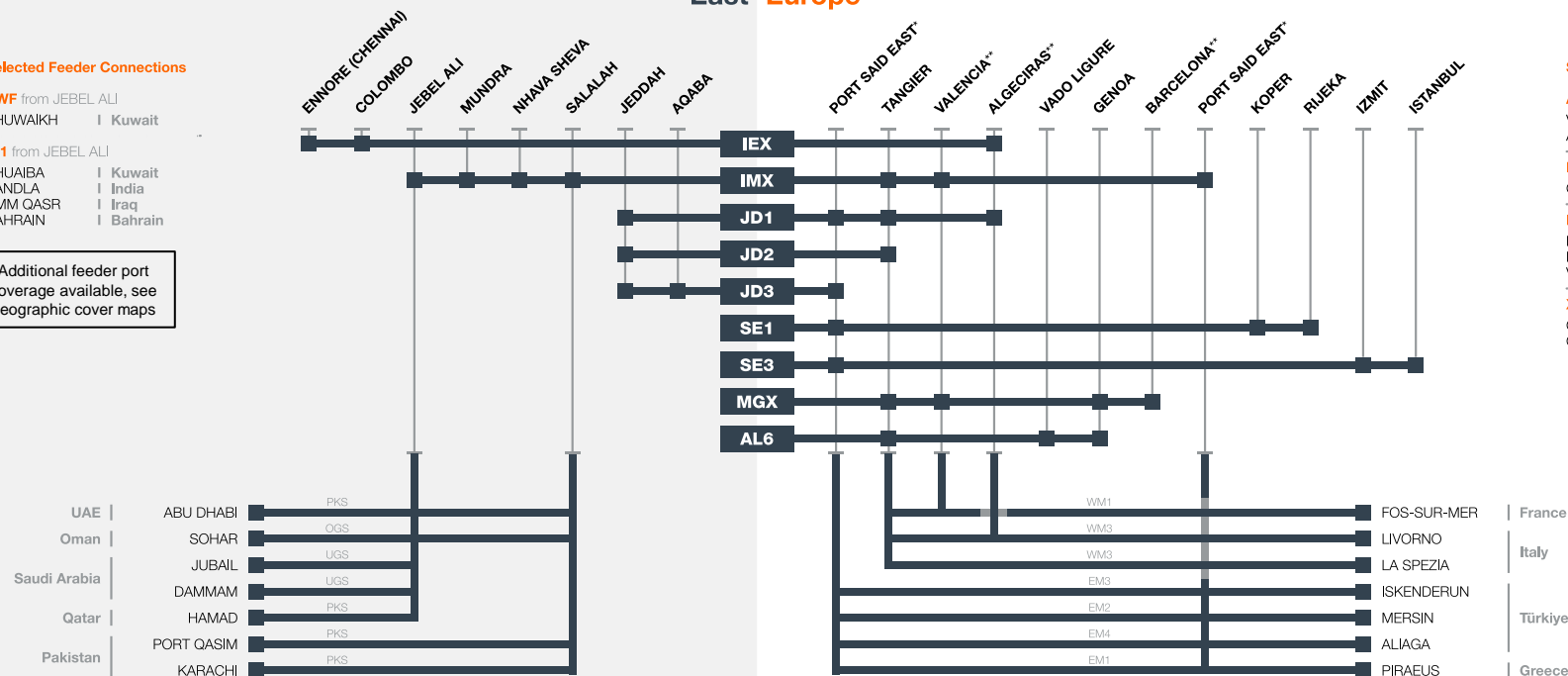
Selected Feeder Connections

KWF from JEBEL ALI
SHUWAIKH | Kuwait

IG1 from JEBEL ALI
SHUAIBA | Kuwait
KANDLA | India
UMM QASR | Iraq
BAHRAIN | Bahrain

Additional feeder port coverage available, see geographic cover maps

Middle East South Europe



Selected Feeder Connections

ADX from PORT SAID EAST
VENICE
ANCONA | Italy

BSX from PORT SAID EAST
CONSTANTA | Romania

PTX from TANGIER
LISBON
LEIXOES | Portugal
VIGO | Spain

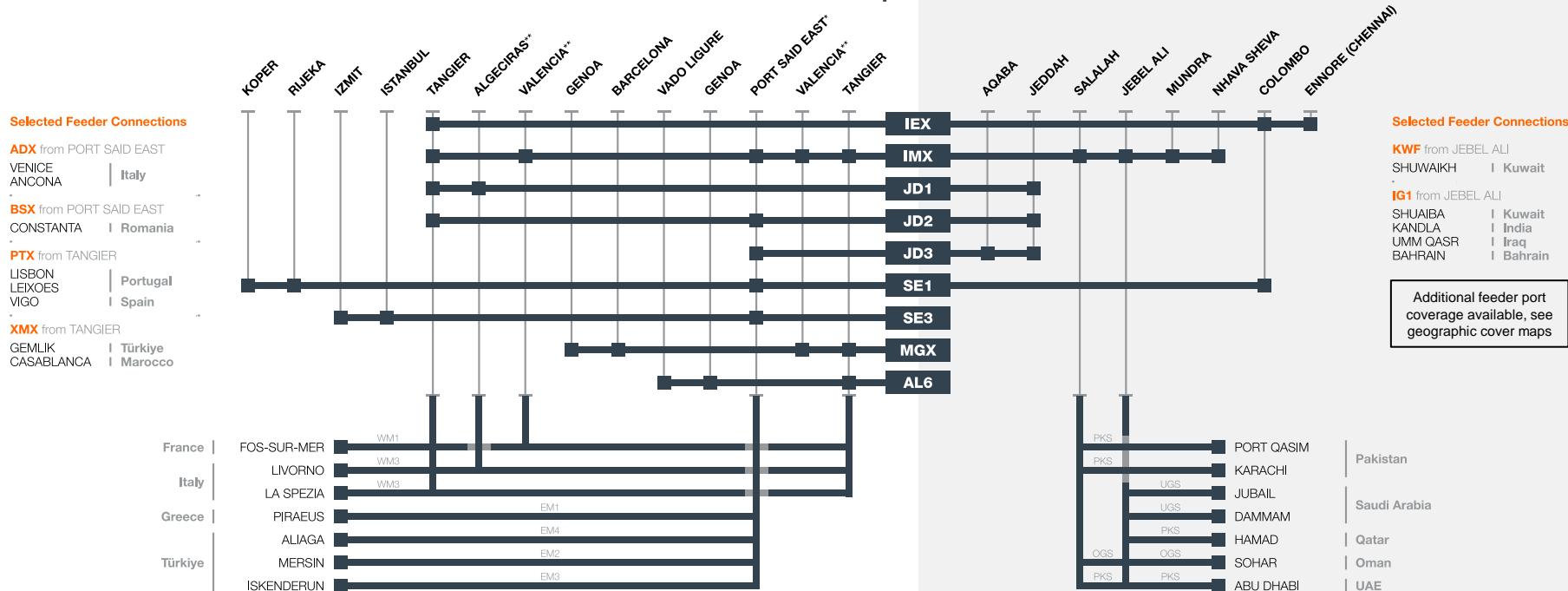
XXM from TANGIER
GEMLIK | Türkiye
CASABLANCA | Morocco

All displayed Services are part of the Gemini Cooperation
* Certain Port Said East EB Calls will be shifted to Damietta during 2025
** Transpacific & Latin America connected via West MED

Middle East

Our South Europe to Middle East services at a glance

Mainliner & Shuttle Services



All displayed Services are part of the Gemini Cooperation

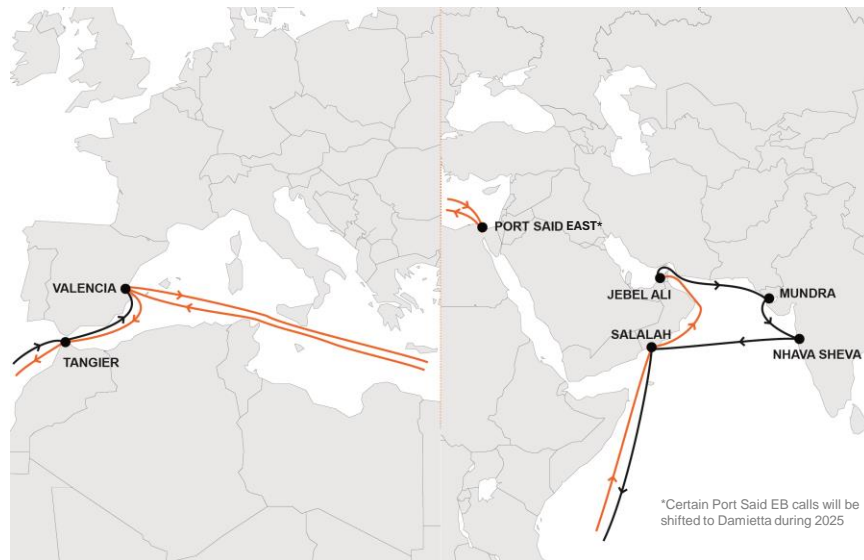
* Certain Port Said East EB Calls will be shifted to Damietta during 2025

** Transpacific & Latin America connected via West MED

Middle East - Mediterranean

Service Profile IMX

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

- Key service for connections from the West Mediterranean to the Middle East and West India via the Cape of Good Hope
- 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

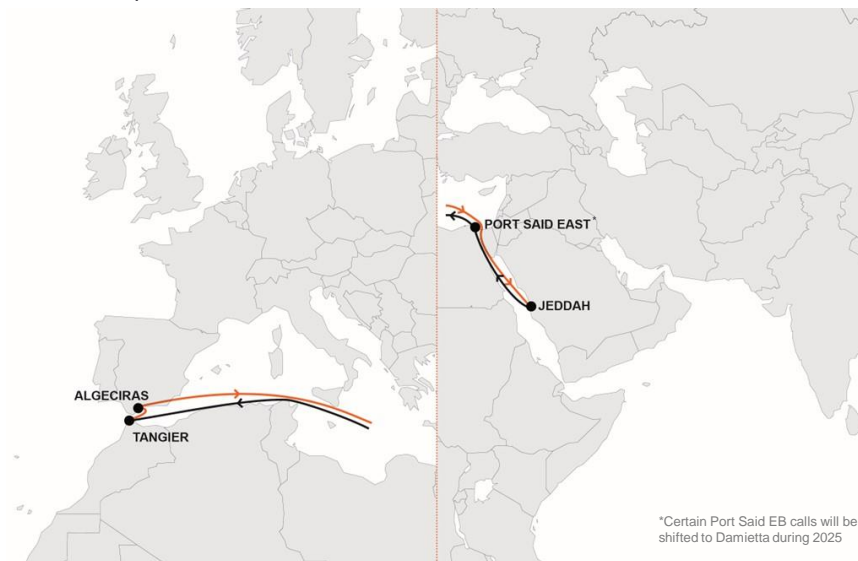
IMPORTANT CONNECTIONS

- Connections via Tangier (MA), Valencia (ES) and Port Said (EG) to connect the remaining Mediterranean
- Shuttles via Salalah (OM) and Jebel Ali (UA) connect the Persian Gulf and Pakistan

Middle East - Mediterranean

Service Profile JD1

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

- Key service connecting North Europe, North America, Latin America and Africa via West Med Hubs Algeciras (ES) and Tangier (MA) with the Red Sea through Jeddah (SA)

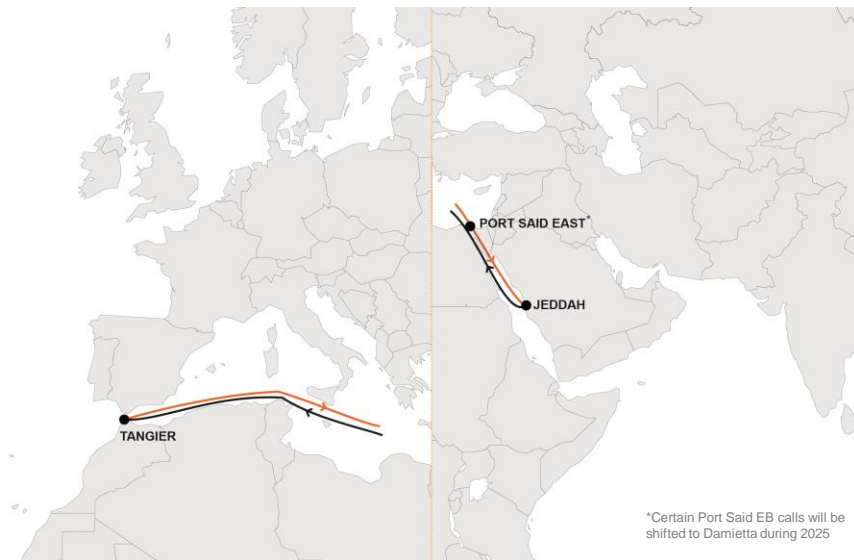
IMPORTANT CONNECTIONS

- Red Sea into West Med and East Med can be connected with shuttles via Algeciras (ES) and Port Said (EG)

Middle East - Mediterranean

Service Profile JD2

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

- Key service connecting North Europe via Tangier (MA) with the Red Sea

IMPORTANT CONNECTIONS

- Port Said (EG) enables fast connections into East Med
- Fast connections for Reefer Business into Red Sea

Middle East - Mediterranean

Service Profile JD3

Gemini Cooperation Service



KEY SERVICE VALUE PROPOSITION

- Key Service connecting the Red Sea via East Med Hub Port Said East

IMPORTANT CONNECTIONS

- Direct Aqaba (JO) call to connect the entire HL network via Suez
- Fast connection for Reefer Business into Red Sea

Agenda

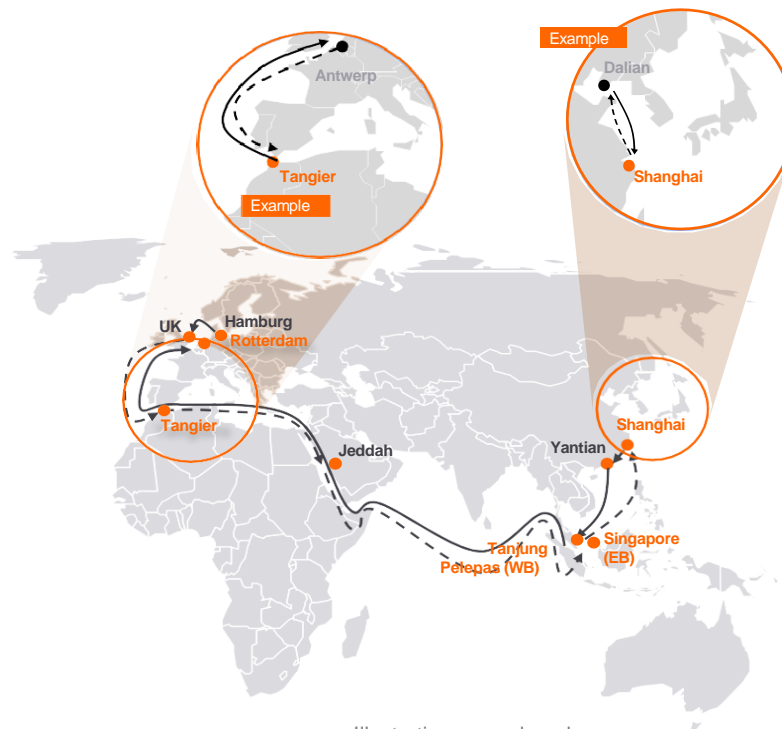
A.	Hapag-Lloyd East-West Service Network at a Glance	2
B.	Trade Overview Asia - Europe	7
C.	Trade Overview Atlantic	28
D.	Trade Overview Transpacific	52
E.	Trade Overview Middle East	72
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The joint network uses a hub and spoke model to make it much more 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.

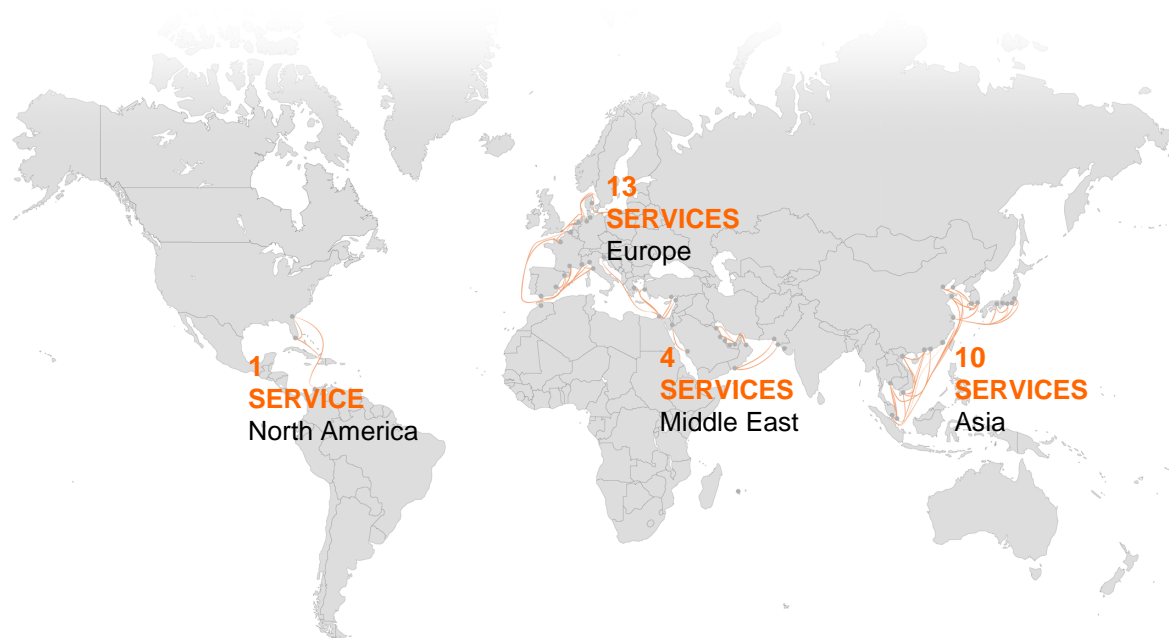


Illustrative example only

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

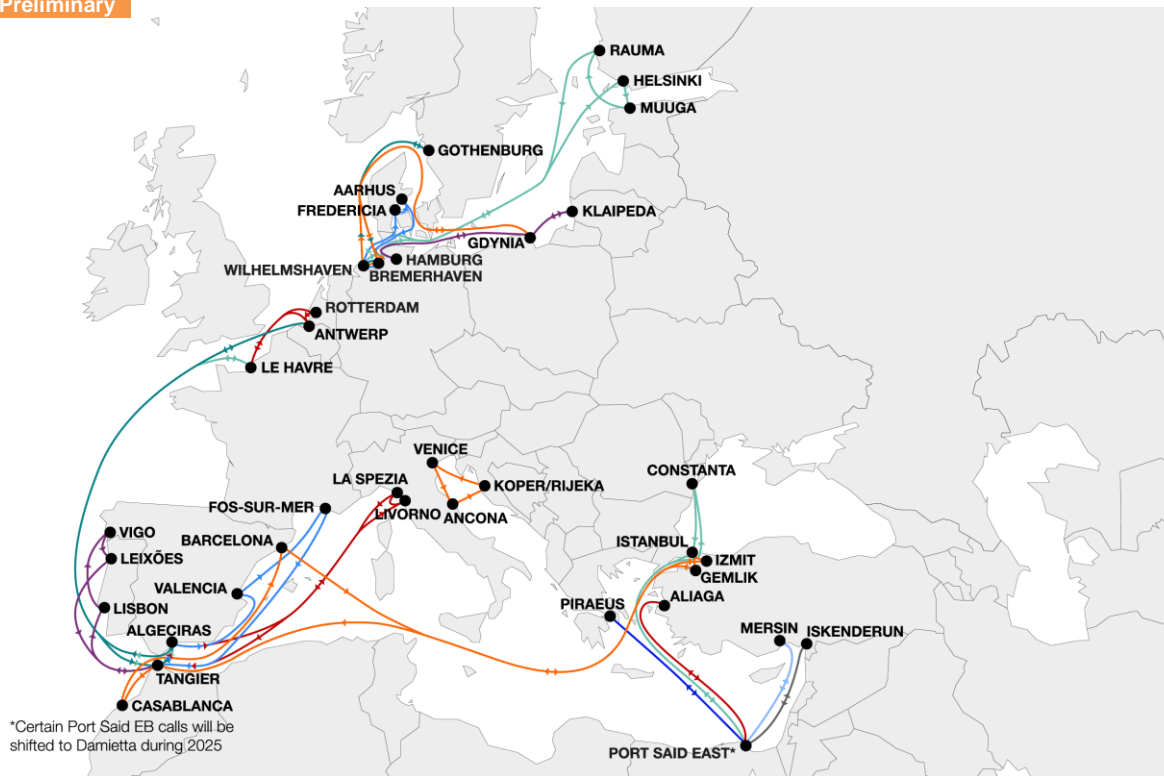
- Smaller sized vessels operated by either Hapag-Lloyd or strategic suppliers
- Extension of our existing hub and shuttle port coverage ensuring seamless connectivity in specific markets
- Next to our mainliner and shuttle network, an integral part to support our customers cargo planning globally
- Supporting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

Illustrative example for port coverage incl. feeder ports for Region North Europe



Europe Shuttle & Feeder Services

Preliminary



KEY FACTS

19 shuttles & feeders

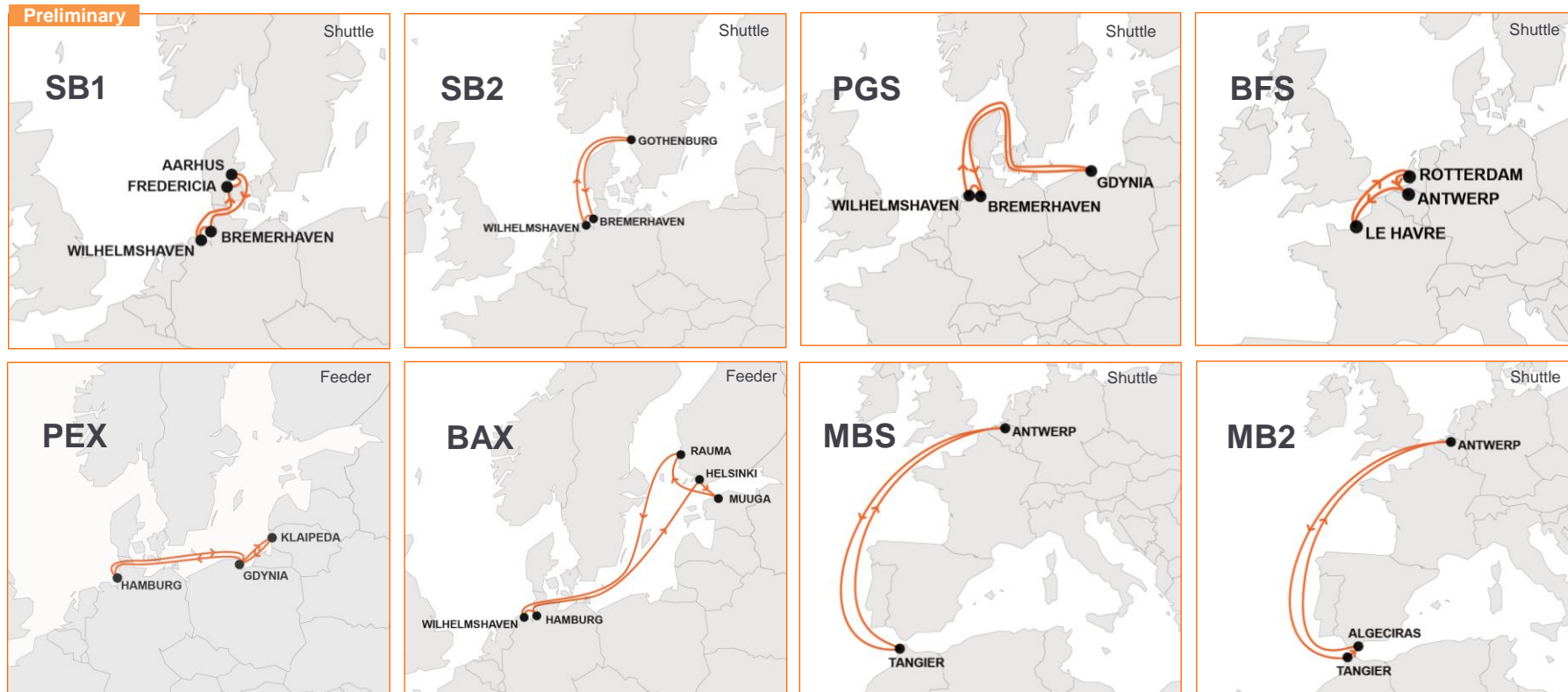
39 ports

35 vessels

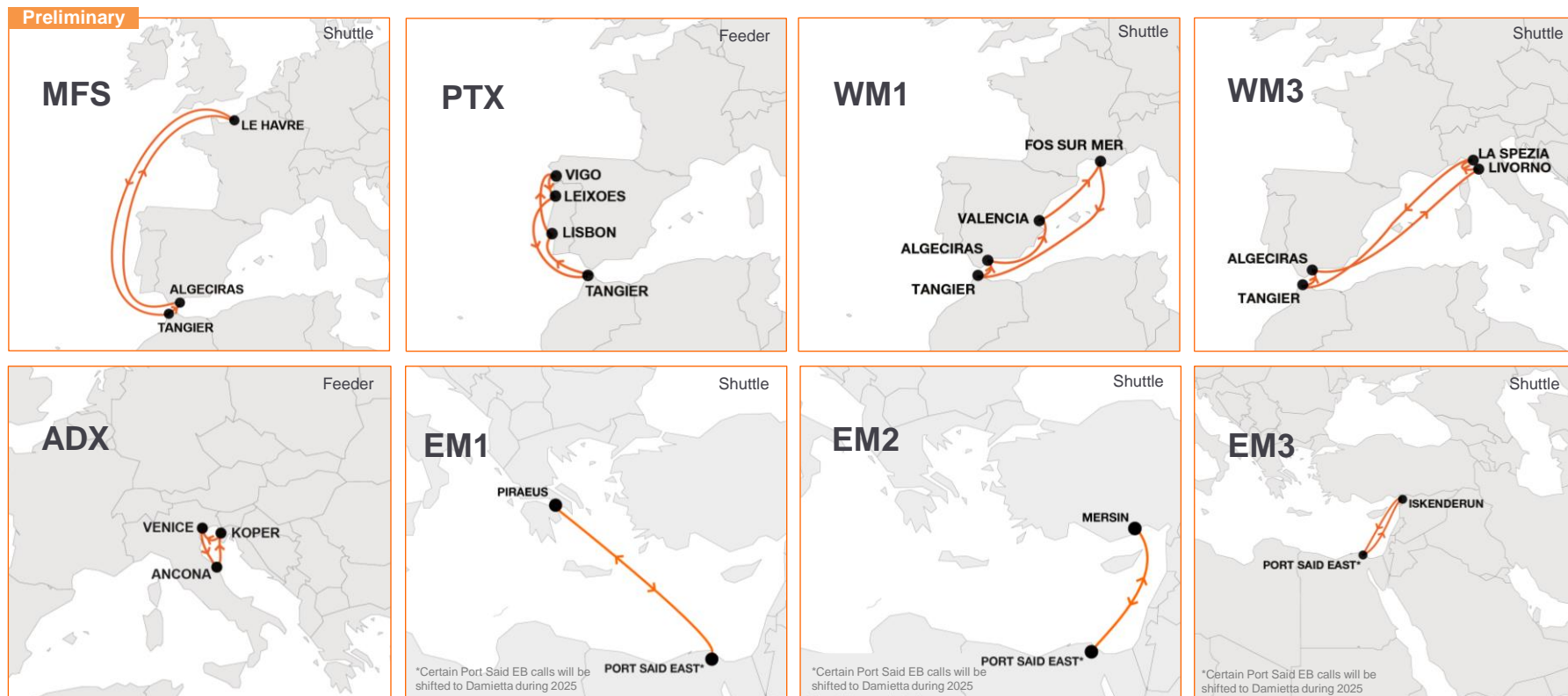
2.8 TTEU Ø vessel size

4 calls per system (Ø)

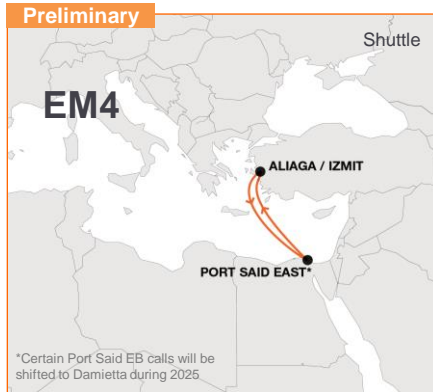
Europe Shuttle & Feeder Services (1/3)



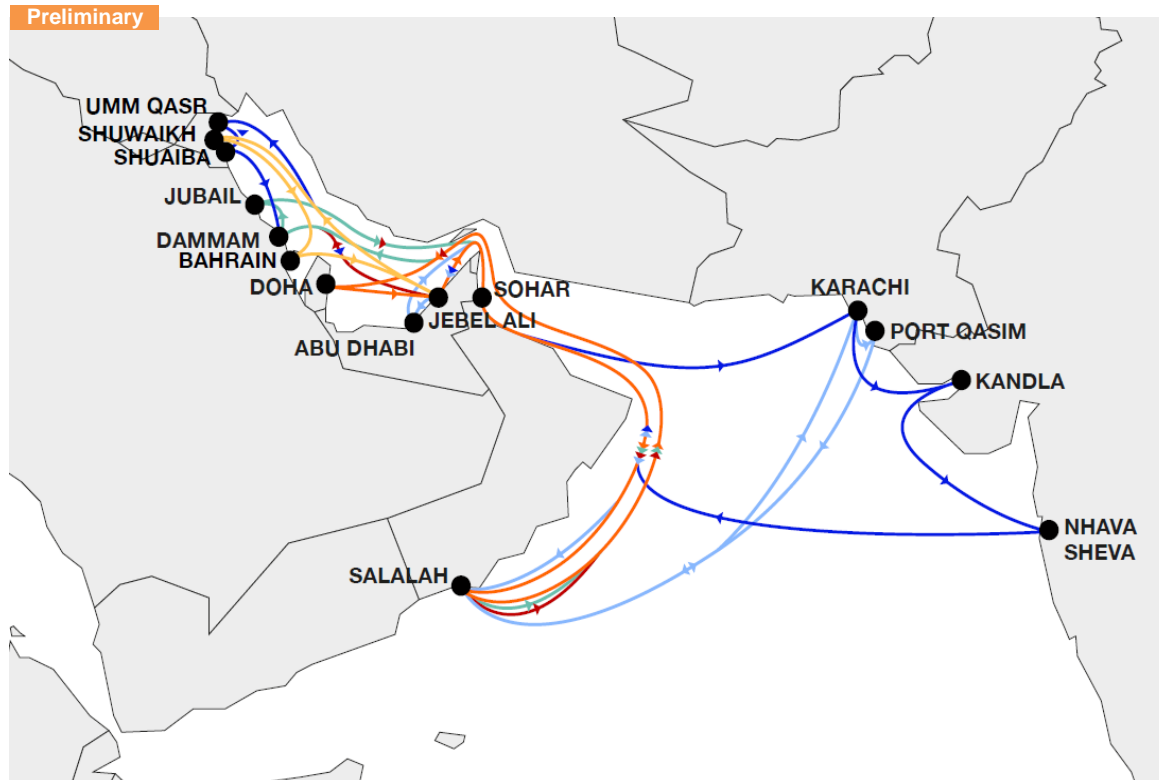
Europe Shuttle & Feeder Services (2/3)



Europe Shuttle & Feeder Services (3/3)



Middle East Shuttle & Feeder Services



KEY FACTS

6 shuttles & feeders

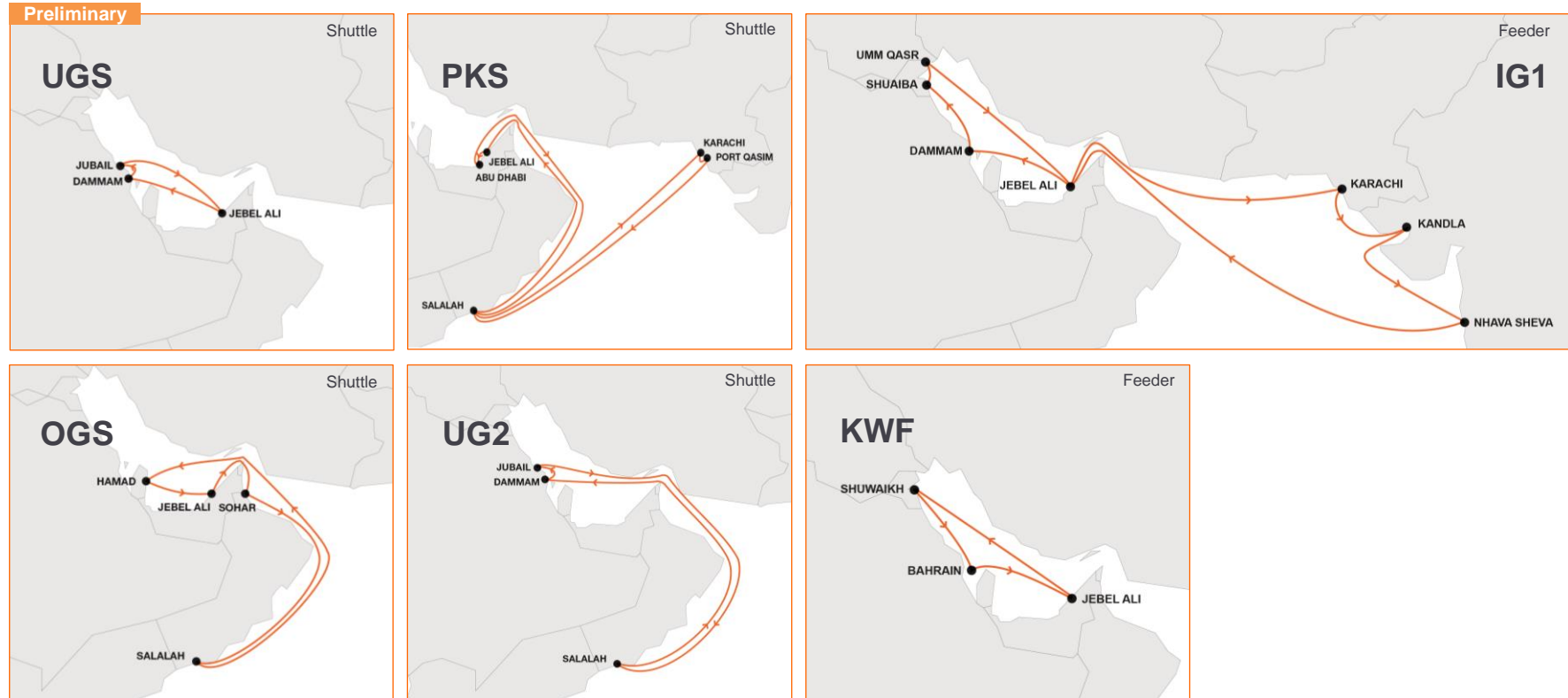
15 ports

14 vessels

3.9 TTEU Ø vessel size

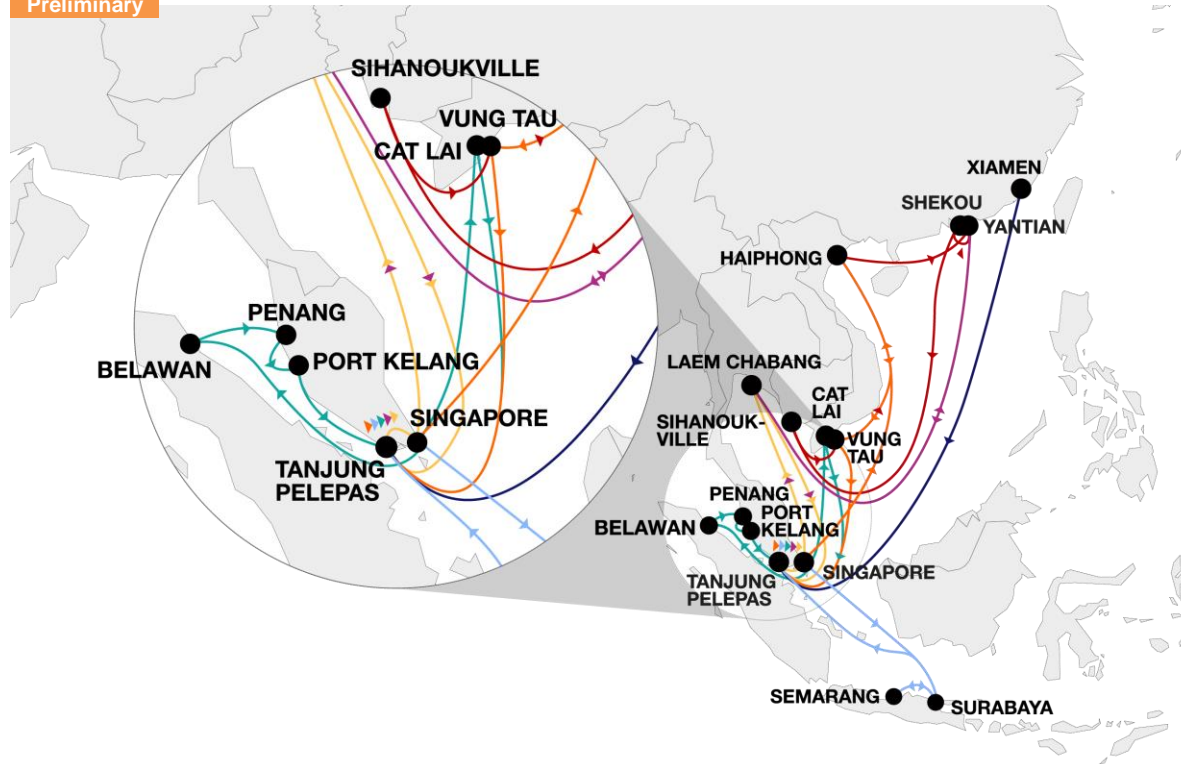
5 calls per system (Ø)

Middle East Shuttle & Feeder Services



Asia Shuttle Services (1/2)

Preliminary



KEY FACTS

17 shuttles & feeders

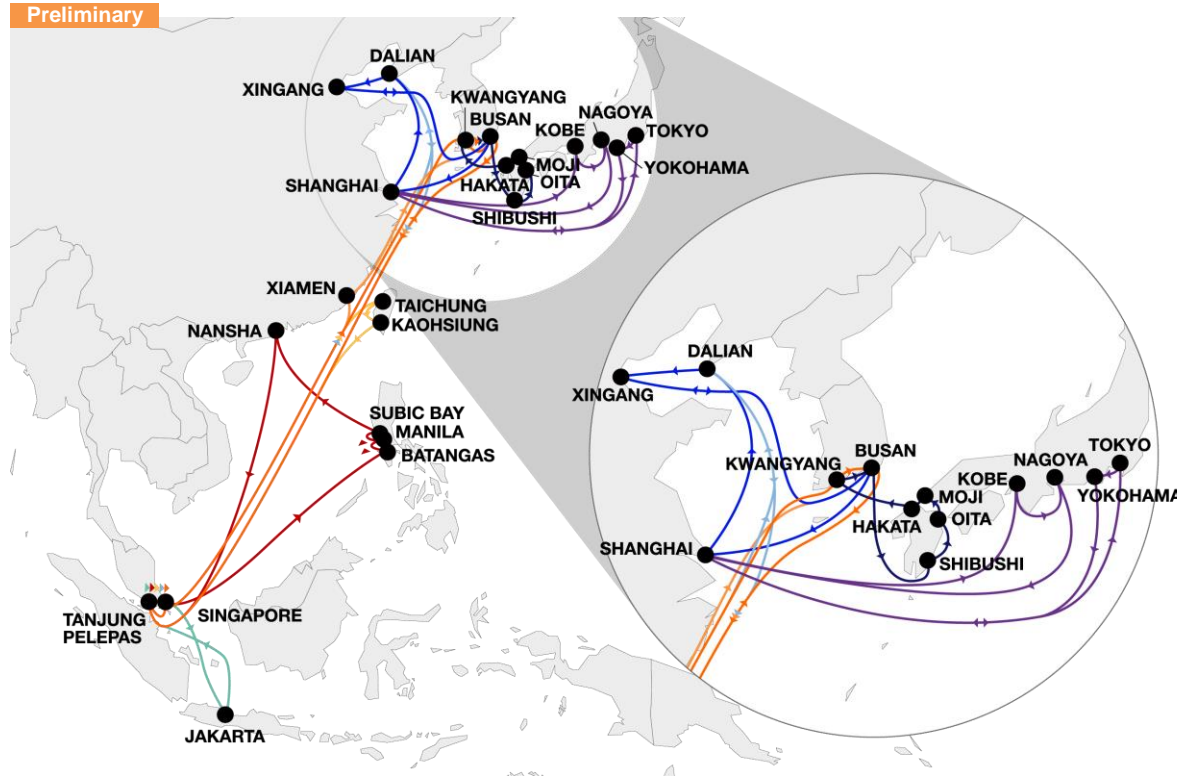
30 ports

41 vessels

4.4 TTEU Ø vessel size

5 calls per system (Ø)

Asia Shuttle Services (2/2)



KEY FACTS

17 shuttles & feeders

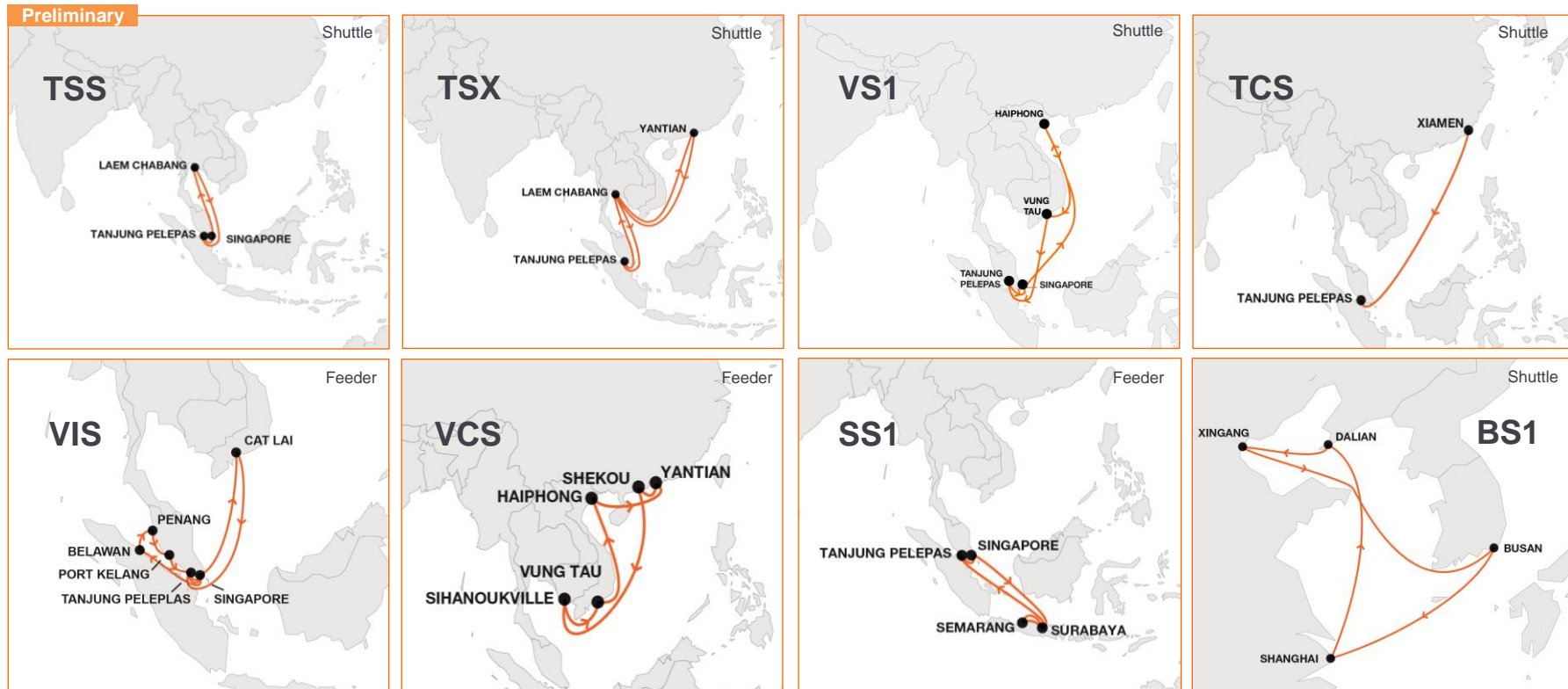
30 ports

41 vessels

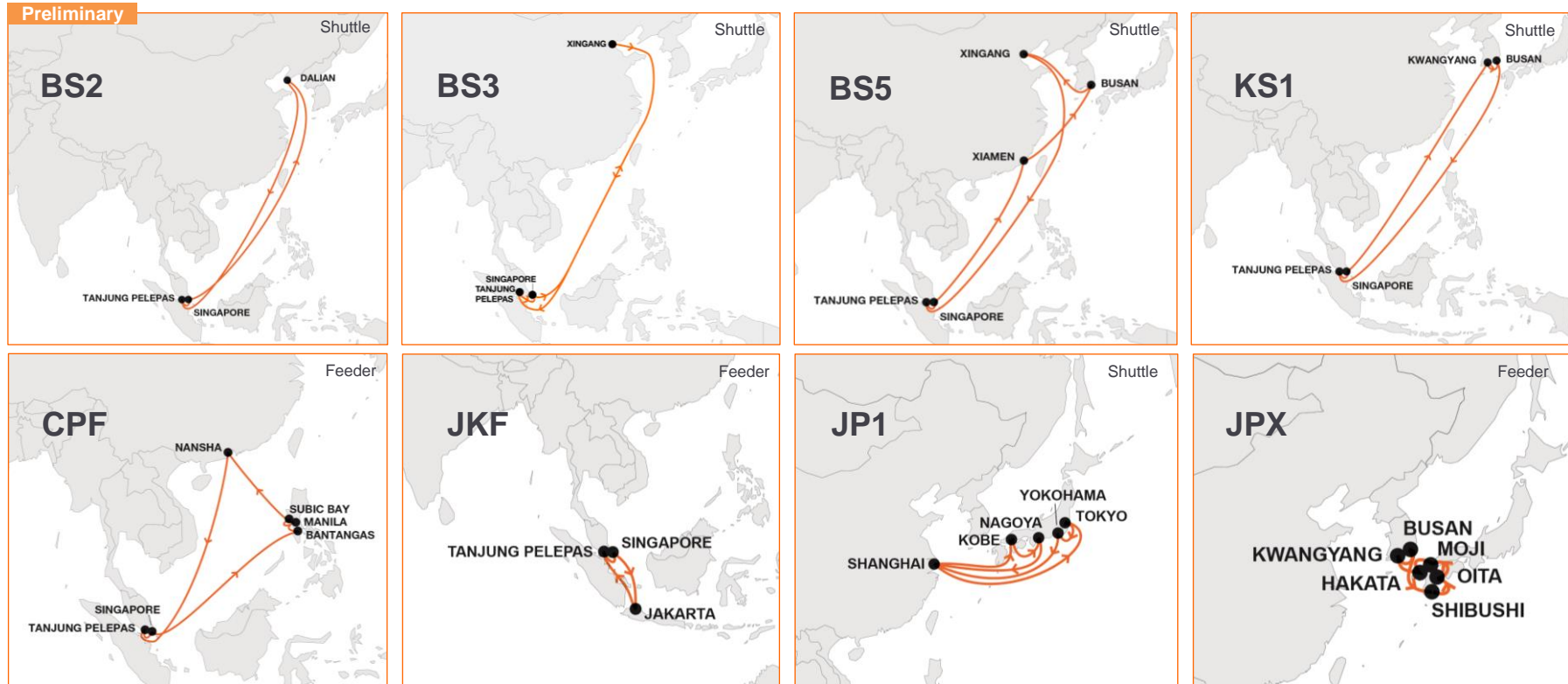
4.4 TTEU Ø vessel size

5 calls per system (Ø)

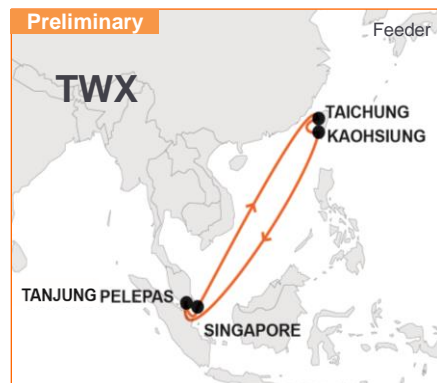
Asia Shuttle & Feeder Services (1/3)



Asia Shuttle & Feeder Services (2/3)



Asia Shuttle & Feeder Services (3/3)



North America Shuttle

Preliminary



KEY FACTS

1 shuttle

3 ports

2 vessels

2.5 TTEU Ø vessel size

3 calls per system (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.