



# THE MSC GROUP

2024

2024

# A FAMILY COMPANY

Since 1970, Mr. Gianluigi Aponte has led MSC from its humble one-vessel-operation beginnings, into its current status as a world leader in global container shipping.

The company has seen exponential growth in terms of both volume and fleet capacity, and now serves millions of customers globally, with a much respected 365 day a year operation.

Despite the constant shipping industry consolidation, MSC remains an independent and privately owned company. Our stability allows us to build long-term relationships with all our customers.

Today, the Group employs over 200,000 people around the world.



Mr. Diego Aponte  
Group President

Capt. Gianluigi Aponte  
Group Chairman

Mrs. Alexa Aponte Vago  
Group Chief Financial Officer

**“OURS IS A BUSINESS BUILT ON A GENUINE PASSION FOR THE SEA.”**

Captain Gianluigi Aponte

# MSC GROUP OVERVIEW

## CARGO DIVISION



## PASSENGER DIVISION

### CRUISE DIVISION



### FERRY DIVISION



### RAIL DIVISION



## OTHER ENTITIES



# MSC GROUP CARGO DIVISION

## KEY NUMBERS

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- Leading shipping conglomerate
- **No 1** shipping line worldwide
- **850** vessels
- **5** aircraft
- **300 routes**
- **520** ports of call
- **100** terminals (all MSC Group entities)
- **24.5** million TEUs carried annually
- **675** offices
- **155** countries
- **520** ports of call
- **100** terminals (all MSC Group entities)
- **24.5** million TEUs carried annually
- **675** offices
- **155** countries
- Worldwide, the MSC Group has over **200,000** staff on board and ashore (all entities combined).



# MSC BELGIUM



Head office located in Antwerp



Founded and established in 1999



350 FTE



CT-PAT & AEO Certified



# MPET TERMINAL - QUAY 1742 - LEFT BANK



- Quay length: 3,7km
- 2.470.000 m<sup>2</sup>
- 91.913 TEU slot capacity
- 17m depth
- 3.750 reefer capacity
- 38 quay cranes
- 47 main calls /week
- 154 barge calls /week
- 60 trains/ week

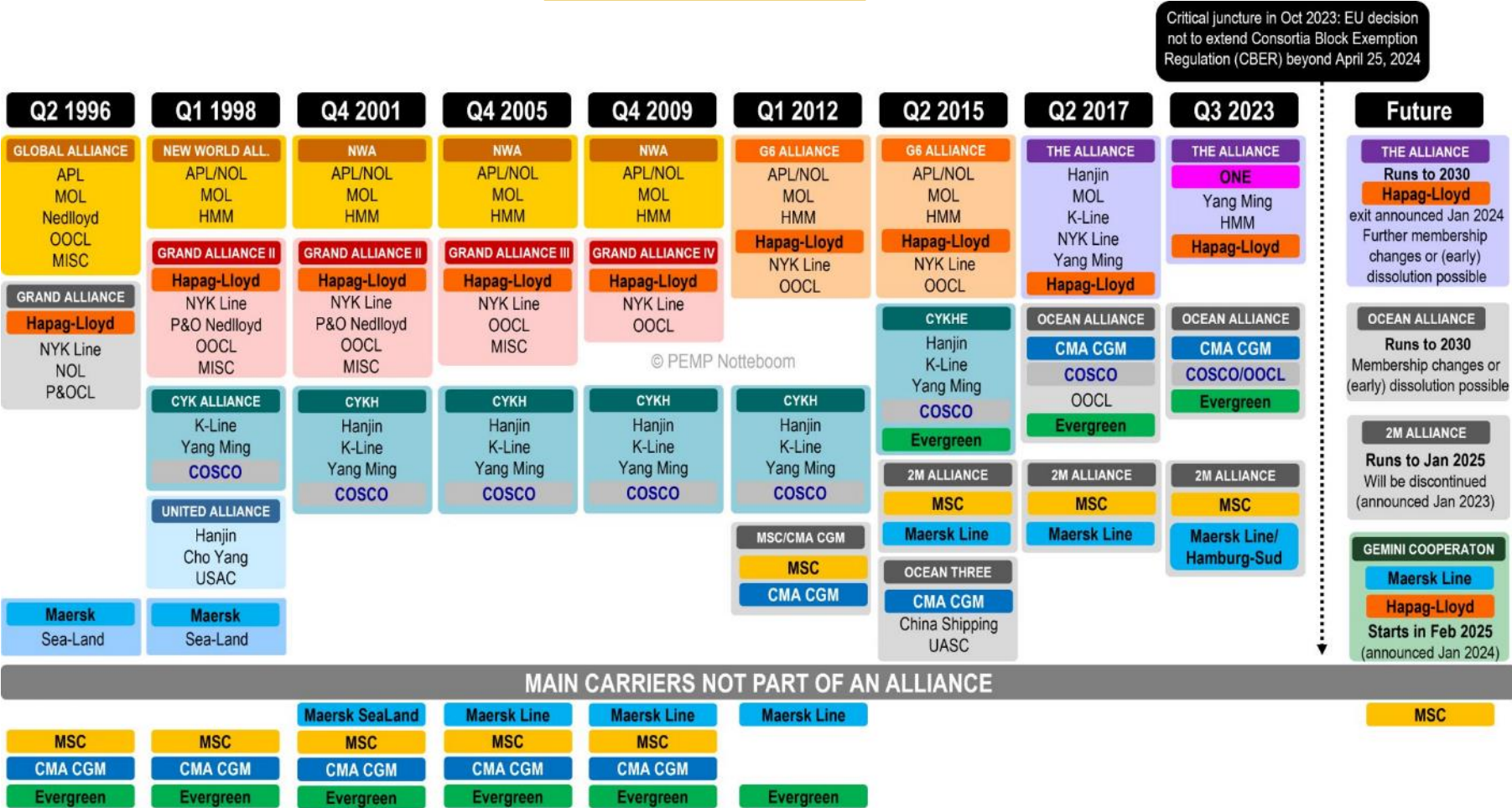
Handled (vessels + barge)  
**6,8m** TEU in 2022  
**7,0m** TEU in 2023

# WHAT'S HAPPENING IN OUR MARKET?

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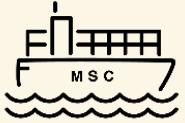


# SHIPPING ALLIANCES





# MSC'S EAST-WEST STANDALONE NETWORK



**Economies of Scale**

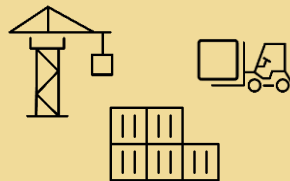


**Direct Coverage**

*300 routes  
520 ports of call*

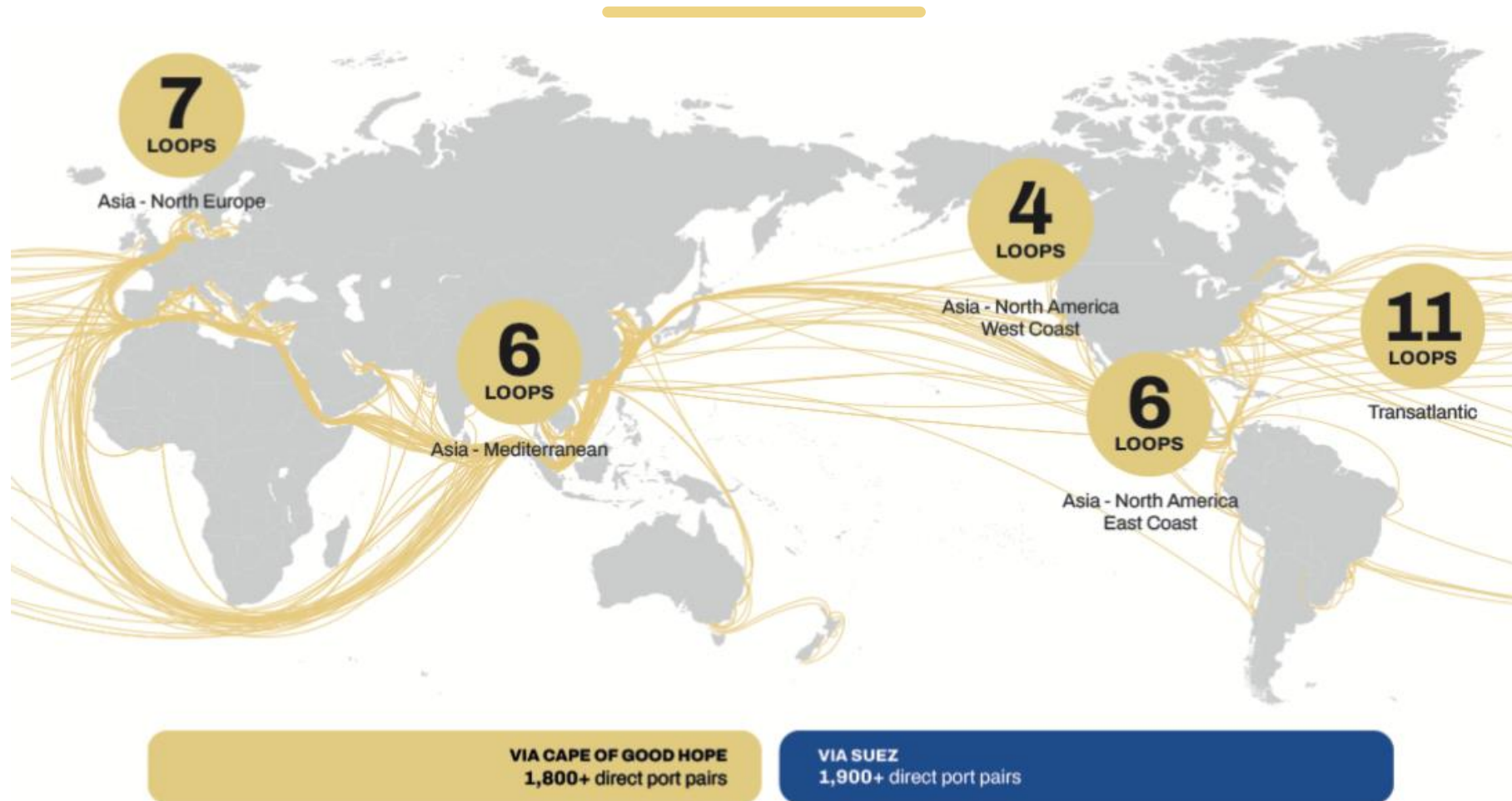


**Benefit from terminal capacity**  
*100+ terminals worldwide*



- As from February 2025, MSC will provide an independent, competitive and complete network for East/West trades including:
  - 5 trades with 34 loops incorporating 7 loops for Asia North Europe, 6 loops for Asia Mediterranean, 4 loops for Asia North America West Coast, 6 loops for Asia North America East Coast and 11 loops for the Transatlantic Network
- Select slot swap agreements we will provide complete coverage across all East/West routes.
- Optionality of weekly services via Suez with more than **1,900 direct port pairs** or the Cape of Good Hope with more than **1,800 direct port pairs**
- In an era of elevated risk and disruption, **scale, operational freedom, flexibility and agility are key.**

# THE FUTURE STANDALONE MSC EAST/WEST NETWORK



# ORDERBOOK VS OVERCAPACITY?

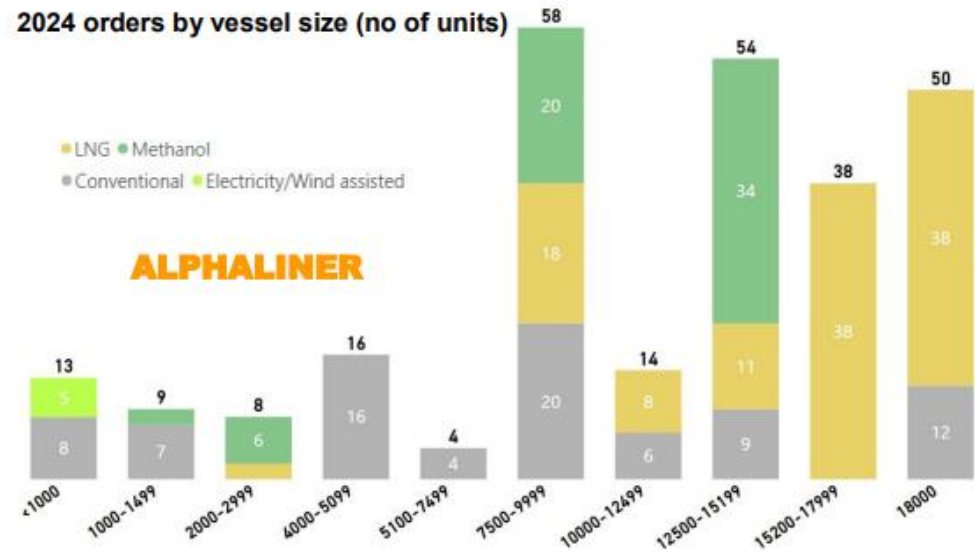
TOP 100 TOP 30

## Alphaliner TOP 30 Charterers / 20 Nov 2024



Rank	Operator	Teu	Share	Existing fleet	Orderbook
1	Mediterranean Shg Co	2,973,005	22.1%		
2	Maersk	1,870,838	13.9%		
3	CMA CGM Group	1,684,612	12.5%		
4	COSCO Group	1,349,190	10.0%		
5	ONE (Ocean Network Express)	1,168,229	8.7%		
6	Hapag-Lloyd	950,456	7.1%		
7	Zim	702,549	5.2%		
8	Evergreen Line	614,212	4.6%		
9	Yang Ming Marine Transport Corp.	385,439	2.9%		
10	Sea Lead Shipping	187,311	1.4%		
11	UniFeeder	163,771	1.2%		
12	PIL (Pacific Int. Line)	154,146	1.1%		
13	HMM Co Ltd	151,787	1.1%		
14	Emirates Shipping Line	106,547	0.8%		
15	X-Press Feeders Group	73,543	0.5%		
16	Tangshan Port Hede Shipping	70,406	0.5%		
17	KMTC	67,057	0.5%		
18	Zhonggu Logistics Corp.	41,588	0.3%		
19	Global Feeder Shipping LLC	36,746	0.3%		
20	Tailwind Shipping Lines	33,741	0.3%		
21	Akkon Lines	32,116	0.2%		
22	Ningbo Ocean Shg Co	31,129	0.2%		
23	Samudera	27,320	0.2%		
24	Sinotrans	27,200	0.2%		
25	Matson	26,636	0.2%		
26	Shanghai Jin Jiang Shipping	24,368	0.2%		
27	Seaboard Marine	24,203	0.2%		
28	Antong Holdings (QASC)	21,888	0.2%		
29	Safetrans Shipping	18,616	0.1%		
30	TS Lines	18,075	0.1%		

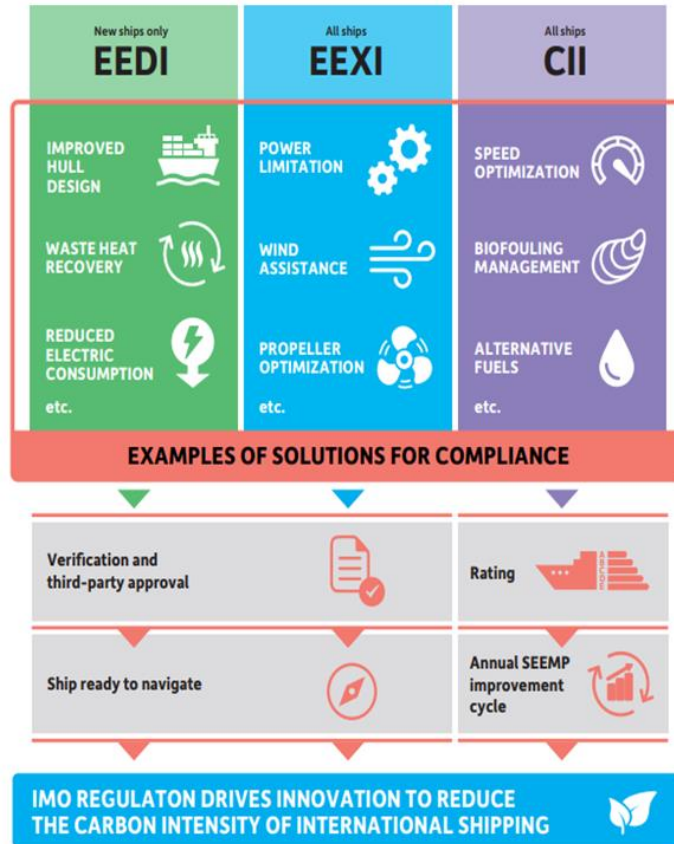
2024 orders by vessel size (no of units)



“Forecasts global economic **growth of 3.0%** in 2025, with a decline to 2.9% in 2026.” *Morgan Stanley & CO*

# CARBON INTENSITY INDICATOR (CII) & EEXI – ENERGY EFFICIENCY FOR EXISTING SHIPS

NEW REQUIREMENTS UNDER MARPOL ANNEX VI ADOPTED BY GOVERNMENTS



## Targeting Vessel Efficiency and Carbon/GHG Emissions

(1) New : **E**nergy **E**fficiency **E**xisting Ship **I**ndex EEXI (before EEDI since 2011 MarPol)

$$EEDI = \frac{\text{Engine load kW} \cdot \text{Specific fuel consumption} \cdot \text{CO}_2 \text{ factor}}{\text{Design speed} \cdot \text{Deadweight}}$$

(2) New : **C**arbon **I**ntensity **I**ndicator (CII)

$$CII \text{ (AER)} = \frac{\text{Annual fuel consumption} \cdot \text{CO}_2 \text{ factor}}{\text{Annual distance travelled} \cdot \text{Deadweight}} \cdot \text{Correction factors}$$

*To be developed*

(3) Ship **E**nergy **E**fficiency **M**anagement **P**lan (SEEMP) since 2011

& (Voluntary) Tool at hands to gauge change: **E**nergy **E**fficiency **O**perational **I**ndicator (EEOI)

Source: DNV

# DISRUPTIONS IN THE WORLD

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## Onverwachte krimp Europese economie duwt euro naar laagste peil in twee jaar



Een arbeider aan het werk in een fabriek van Renault in Frankrijk. D in november. ©AFP

### Malaise in de industrie: nieuwe projecten geschrapt van het menu



De vestiging van de Duitse industriereus in de haven van Antwerpen ©Belga

Hoge energieprijzen, zwakke vooruitzichten en een lage benutting van de bestaande capaciteit temperen de investeringsappetijt in de industrie. Weinig bedrijven hebben nog lokale uitbreidingsplannen. Nieuwe projecten worden vooral in het buitenland opgestart.

## EUROPEAN ECONOMY

### Ineos vraagt nieuwe vergunning aan voor Antwerpse ethaankraker



Ineos wil de nieuwe ethaankraker in de Antwerpse haven tegen eind 2026 af hebben. ©ID/ Fred Debrock

**“The EU suffers from a major gap compared to its trade partners in terms of the competitiveness of energy price levels, which vary widely between Member States. Price volatility is also a significant factor, hampering energy-intensive industries and the entire economy.”** *The future of European competitiveness: Report by Mario Draghi*

Planbureau ziet  
afhankelijkheid van China  
voor strategische goederen  
toenemen



© BELGA

Wat betekent terugkeer  
Trump voor de markten en  
Europese economie?  
'Handelsoorlog zal  
uitbreiden'



© EPA

## POLITICS AND PARTNERSHIPS

Europese Commissie sluit handelsakkoord met  
Mercosur



© Belga

Advantages of the MERCOSUR Agreement:

- Trade Liberalization
- Market Access: over 260 million people in South America.
- Economic Growth
- Enhanced Competitiveness

# ISRAEL – HAMAS WAR

## Red Sea Attacks Pose Another Threat to Global Economy

Already hampered by problems at the Panama Canal, shipping companies are now steering clear of the Suez Canal to avoid being attacked in the Red Sea.

### Shipping Costs Soar in Wake of Red Sea Attacks

Ships risking Houthi attacks must pay high insurance premiums, while vessels avoiding the region lose time going around Africa.

Share full article

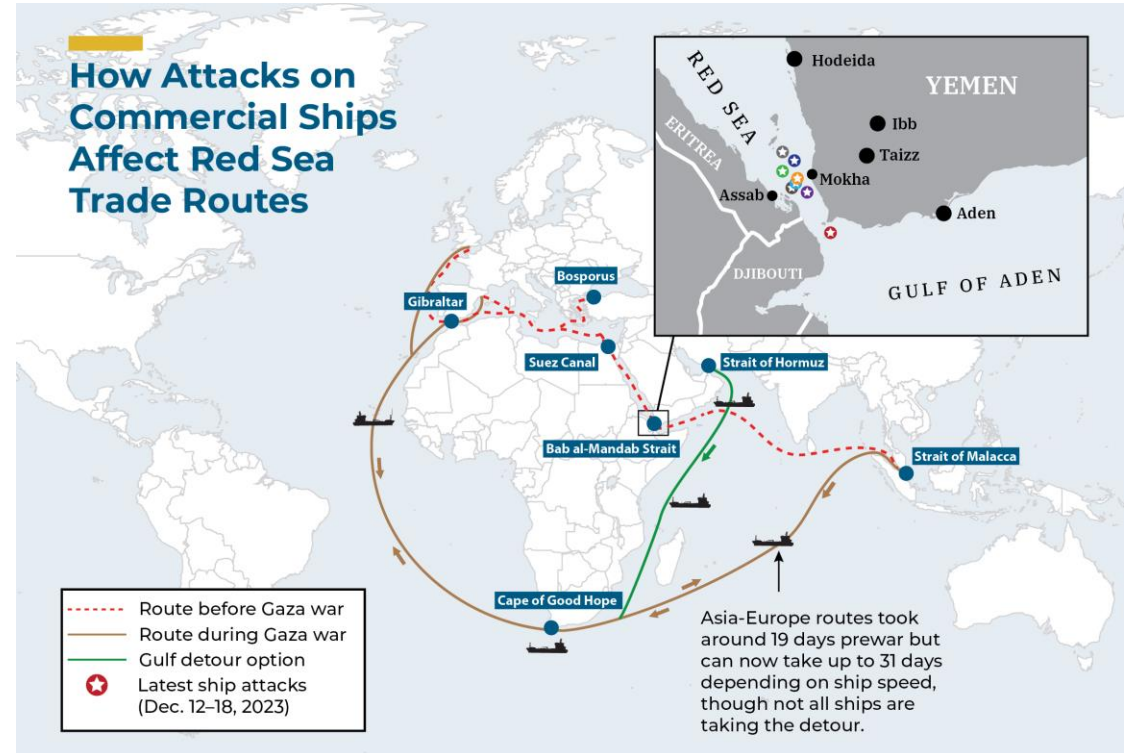


Ships awaiting passage through the Suez Canal, they often must spend millions

Share full article



A ship moving through the Suez Canal, heading toward the Red Sea this month. *Sayed Hassan/Getty Images*



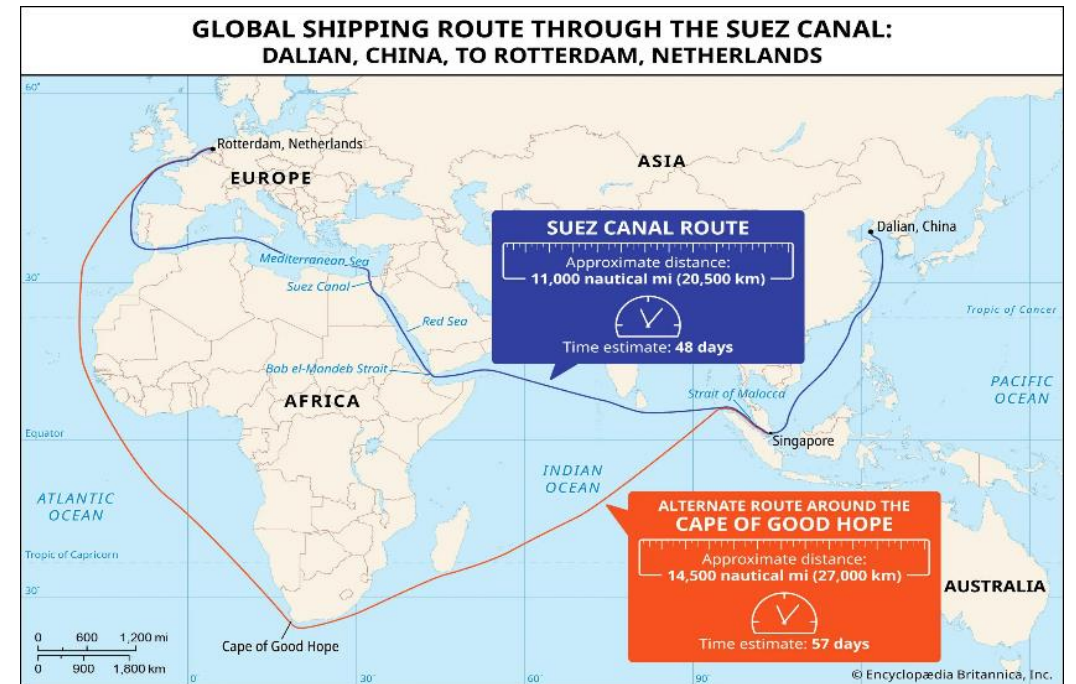


# SECURITY SITUATION IN MIDDLE EAST AND IMPACT ON COMMERCIAL SHIPPING

Red Sea events are creating uncertainty for the industry and have resulted in major shipping lines diverting away from Suez to the Cape of Good Hope

With capacity absorbed – MSC has leveraged its 850-vessel fleet and rewired its network to **maintain schedule reliability, enhance network coverage** and keep goods flowing.

- **Expansive fleet capacity and vessel orderbook** to adapt to challenges/uncertainty of tomorrow
- **TiL terminal network** to ensure operational integrity across all continents
- Decongesting terminals via **MEDLOG** investments in intermodal services (barge and rail)
- **MSC Air Cargo** to serve shipping demand for time sensitive and high-value products



# EXTRA CONTAINER CAPACITY ANTWERP

Flows

Mensen Havens Scheepvaart Offshore Binnenvaart Spoorvoervoer Wegtransport Lu

Jacques Vandermeiren bevestigt start bouw getijdendok (ECA) in 2028

Nieuws, Havens

Koen Dejaeger 11 dec 2024 om 12:09

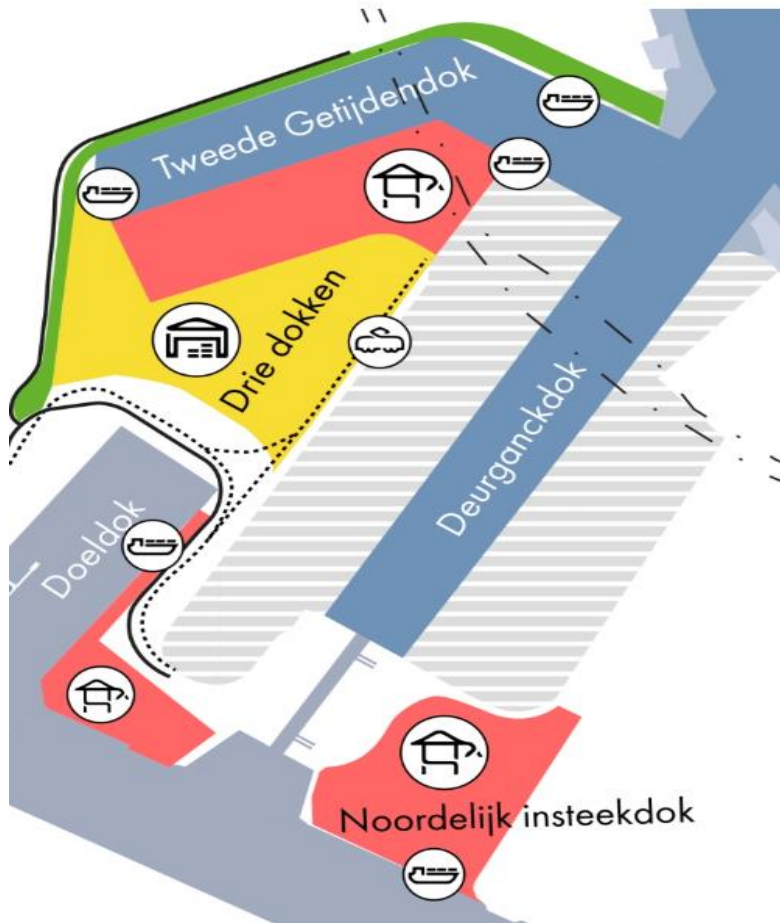


Jacques Vandermeiren licht de plannen rond ECA toe. © Wilfried Deferme

*In 2028 gaat de eerste schip in de grond voor het nieuw getijdendok (ECA) in de Antwerpse haven en in 2032 zal het eerste schip het dok binnenvaren. Die boodschap bracht CEO van Port of Antwerp-Bruges Jacques Vandermeiren, waarbij hij ook aangaf dat er grote interesse is van diverse spelers voor het nod te realiseren dok.*



- Extra container capacity of 7.2 Million TEU
- Global crises lead to major shortage of space at Antwerp's container terminals
- Start confirmed in **2028**



# INLAND SHIPPING

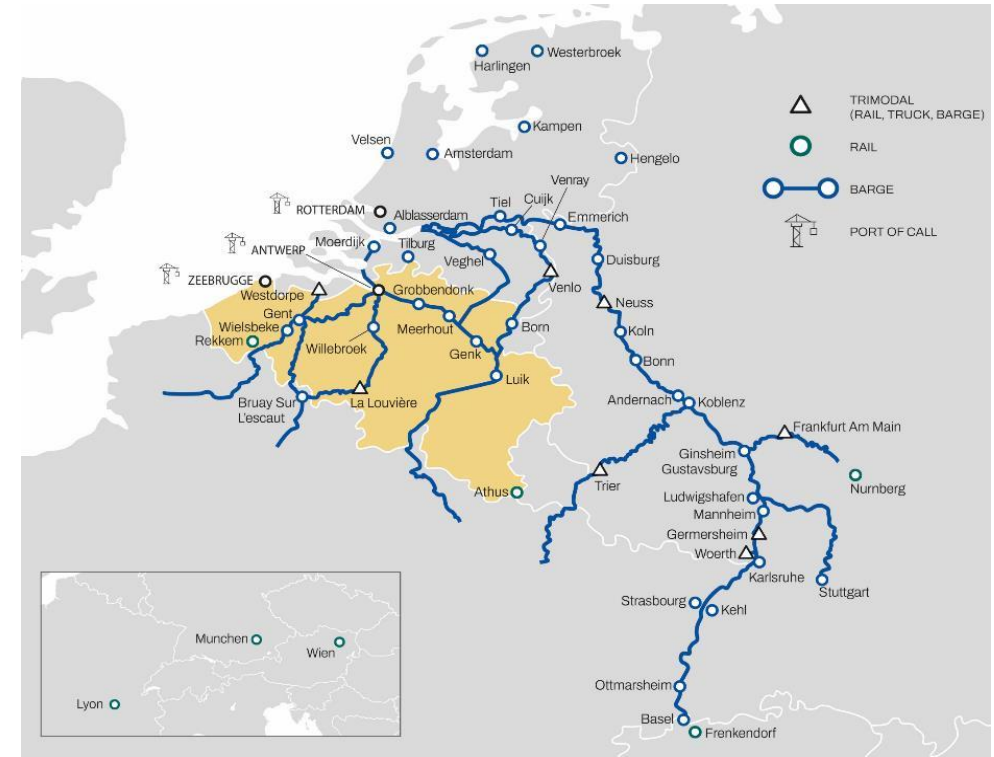
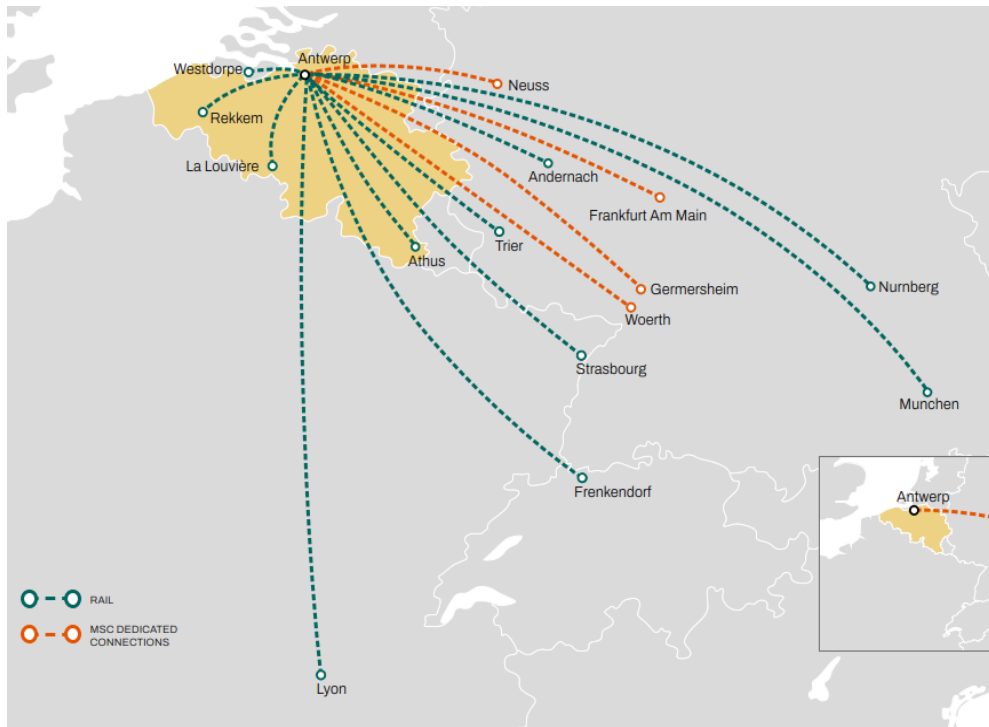
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# IN THE HEART OF EUROPE

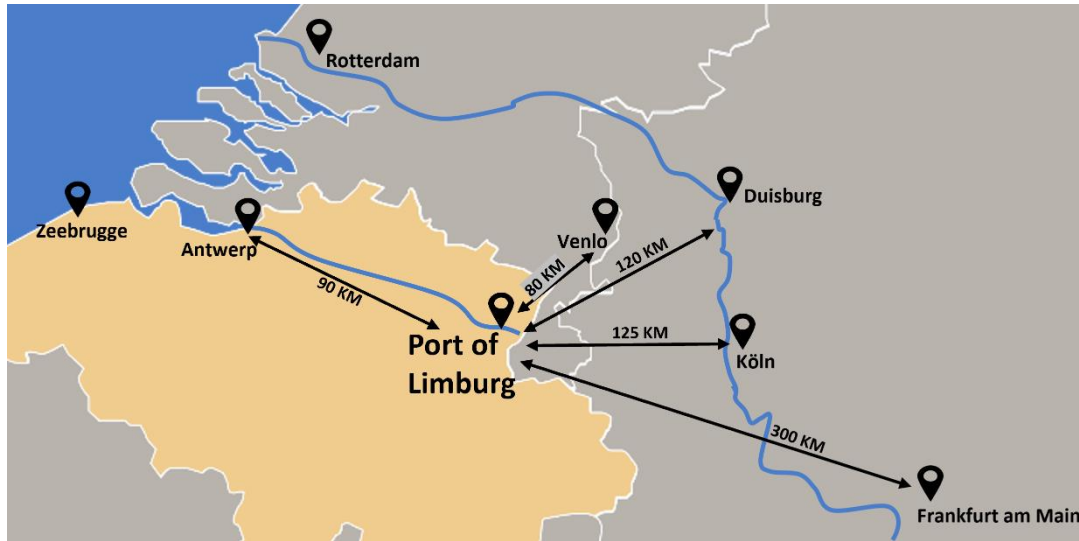


# INTERMODAL AND LOGISTICS SETUP



- Dense **multimodal** depot network
- Strong commercial relationship with inland depots
- Strong product offering with high frequency and reliability
- Terminal and agency are RTO/AEO/ISPS zone allowing fast transit to several inland destinations through Extended Gates (customs)

# PORT OF LIMBURG



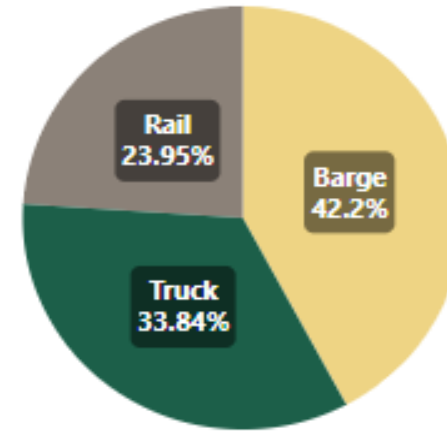
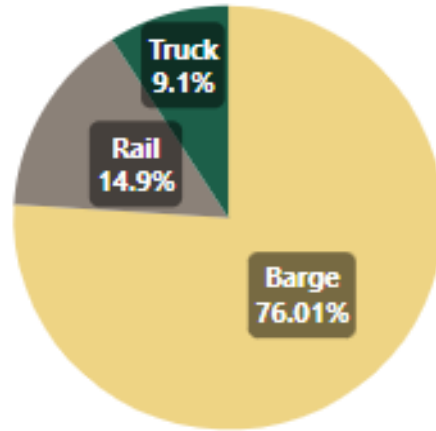
- **Medlog Partnership**
- **Start-up February 2025**
- **Prime Location**
  - Near Albertkanaal in Genk, 90 km from Antwerp, with easy access to the Netherlands and Germany.
- **Terminal**
  - 14ha yard space, 400m berthing quay
  - 2 gantry cranes + lifting equipment
- **Services**
  - Handling barge, truck, first/last mile
  - Value added services on site
  - Extended gateway Antwerp

# MODAL SPLIT 2024

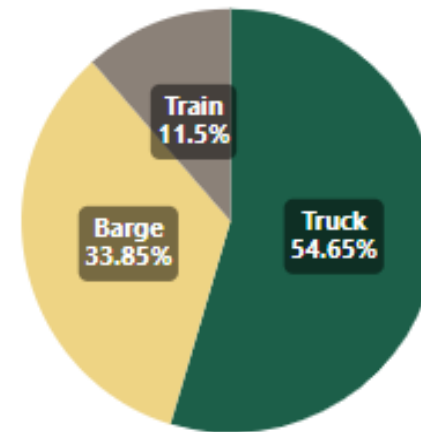
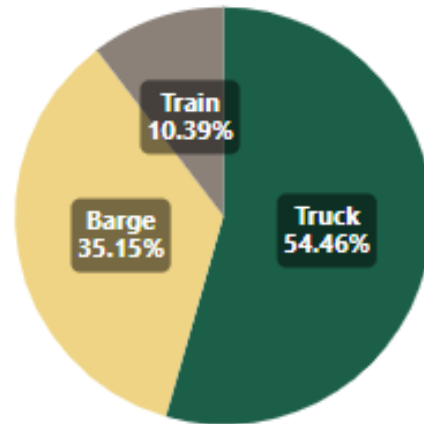
EXPORT

IMPORT

Carrier Haulage



Carrier and Merchant Haulage MPET



# CHALLENGES INLAND NAVIGATION



## Challenges

- Construction works causing delays
  - Julianakanaal
  - Albertkanaal
  - Oosterweel
- Low/High Water Level
- Lack of inland captains
- Rate competitiveness!

## Opportunities

- Higher bridges = increased capacity
- Cooperation between inland terminals, deepsea terminals and barge operators



# INNOVATION IN INLAND NAVIGATION



- **Autonomous navigation:** operate unmanned and/or crew-reduced vessels (legislation)
- Transition to **green fuel** and **electric barges**
- Digitalization and automation
  - MPET Connect
  - Data visibility and improved transit time
- **Estuary Shipping**
  - Connection Zeebrugge-Antwerp
  - Accessibility of Zeebrugge

