



Global and regional container trends and developments

Med Ports & Logistics 2026 – Porto

29th April 2026



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Introduction

Haskoning is an independent international engineering and project management consultancy. Ocean Shipping Consultants (OSC) is the maritime economics and financial consultancy arm of the company.

- ❑ Originally founded in 1881
- ❑ Over 140 years of experience
- ❑ Turnover €600m
- ❑ Deliver services in the fields of:
 - aviation,
 - buildings,
 - energy,
 - industry,
 - infrastructure,
 - maritime,
 - mining,
 - transport,
 - urban / rural development,
 - water.



6,000 Staff

- ❑ Ocean Shipping Consultants (OSC) is the maritime economics and financial consultancy arm of the company and is a leading brand in the maritime sector with over 35 years' experience.



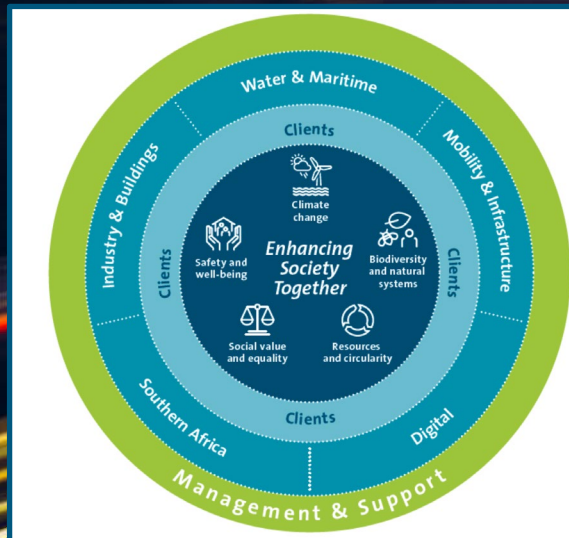
140 Countries



Over 200 clients
International Finance Institutions, infrastructure funds, banks, port authorities, governments, shipping lines and terminal operators



Over 350 projects
in nearly **100 countries** successfully completed since 2011



Key projects in the region

Examples of recent projects in the region



CMA CGM Terminals Portfolio review – Global locations – 2026

In February 2026, CMA CGM and Stonepeak announced the formation of United Ports LLC, a joint venture bringing together equity interests in 10 major container terminals across the U.S., Europe, Asia, and Latin America. The transaction includes a USD 2.4 billion minority investment by Stonepeak and represents a significant milestone in the long-term development and resilience of critical port infrastructure worldwide.

Haskoning provided commercial, technical and ESG due diligence support during the transaction, applying deep ports and maritime infrastructure expertise to the assessment of this high-quality, strategically located terminal portfolio.



Lender Due Diligence– TiL Nador – 2026

Terminal Investment Limited (TiL) and Marsa Maroc have agreed to jointly develop the new Container Terminal East at Nador West Med, for which they have been awarded a 25-years terminal concession. The sponsors are in process with AttijariWafa Bank and other financial institutions to raise senior secured non-recourse financing.

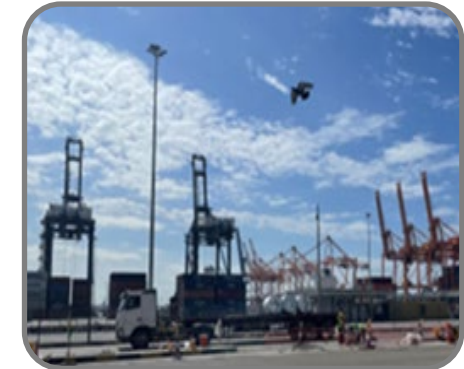
Haskoning acted as Lenders' Market Advisor, by conducting an independent review on the market aspects of the project, thereby providing the basis for the Lenders' acceptance of the financing agreement, based on the analysis of the regional market, competition, industry, tariff and rates, as well as volume forecasts.



Nador West Med Container Terminal Market Study – 2025

CMA CGM, along with Marsa Maroc, has recently been awarded to equip and operate the Nador West Container Terminal. CMG CGM is planning to offload its investment to Terminal Link, a venture between CMA CGM and China Merchant, and required independent market study and container volumes forecast to assist its decision making.

Haskoning provided a comprehensive market study of the West Mediterranean container transshipment market that involves identifying all ports' transshipment volumes, port infrastructure, port operators, planned expansions, services shares by trade lanes and shipping lines, to understand and map the complex dynamics of the market. A forecast of the new Nador West Container Terminal was also provided based on a close analysis of all CMA CGM and OCEAN Alliance services and their likelihood of relocating.



Transaction Advisory PPP (BOT) Port Terminal Bids - 2025

Red Sea Gateway Terminal, an international port and terminal operating company, aims to acquire four concessions in KSA. Haskoning provided financial and commercial advisory services to support the client in its bidding process. This included delivering market forecasts, preparing bid documentation and structuring a detailed financial model to assess the four investment opportunities, substantiate the bids and enable the arranging of required financing.

The support enabled the client to submit a fully compliant bid for four terminals.

Major events shaping the shipping industry

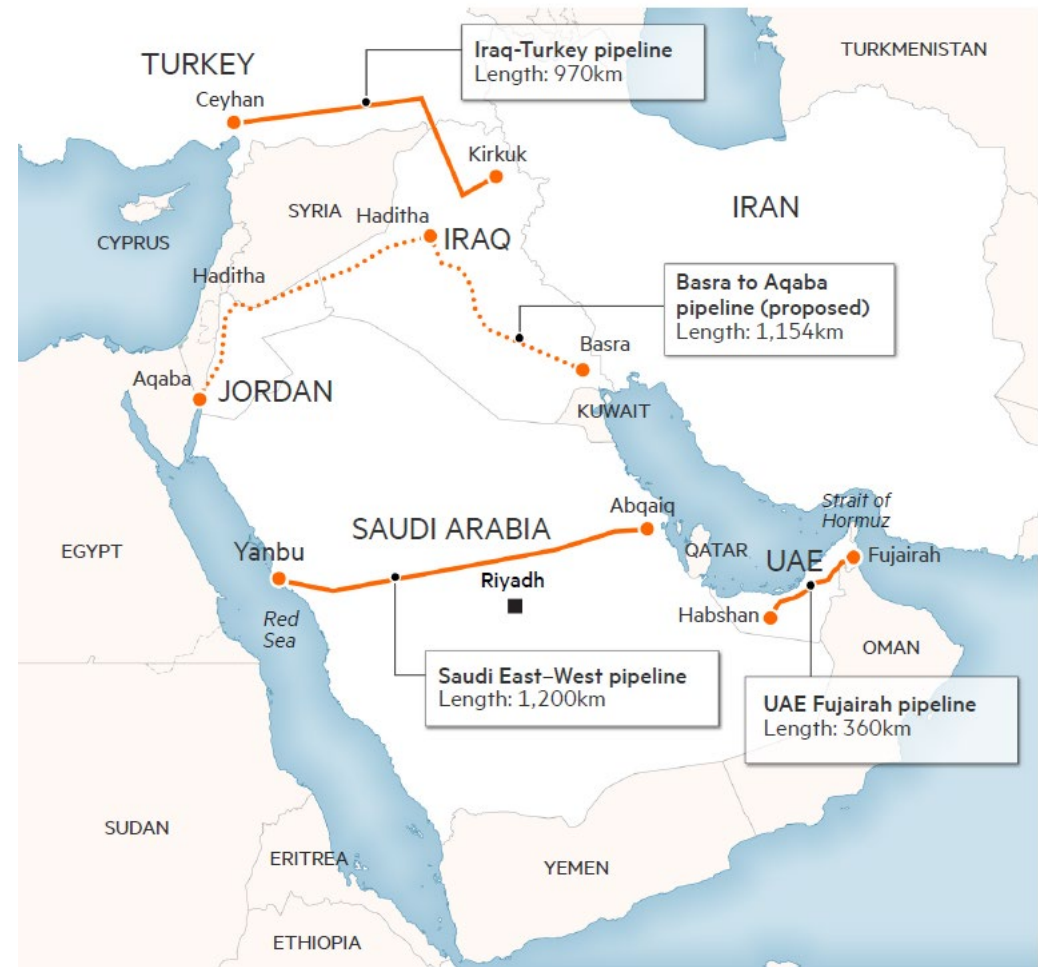
A few key major events and forces shaping the shipping industry today and steering its future trajectory

Key events	Context	Impact on shipping
Stricter IMO Emission Regulations	IMO Carbon Intensity Indicator and related rules are tightening	Shipowners pushed towards cleaner fuels, retrofits, and new vessel designs
Green Shipping Corridors	Major ports are establishing zero-emission trade routes	Accelerates investment in alternative fuels
Geopolitical Tensions & Route Disruption	Conflicts and strategic chokepoint instability (e.g., blockade/closure of the Strait of Hormuz)	Drives up bunker costs, insurance premiums, rerouting costs; heightens supply chain volatility and delays; adds downside pressure on global economic growth
Digitalization & Autonomous Shipping	Expansion of autonomous vessel pilots and AI-driven fleet	New competitive differentiator for safety, efficiency, and cost control
Ageing Global Fleet & Need for Modernisation	Many vessels are nearing end-of-life just as environmental standards rise	Creates pressure for accelerated scrapping and newbuild investment
Fleet Renewal Constraints & Shipyard Capacity Limits	Global shipyard slots are tight	Transition to greener fleets slowing down, impact on freight rates and market cycles

Alternative Pipelines in the Gulf region

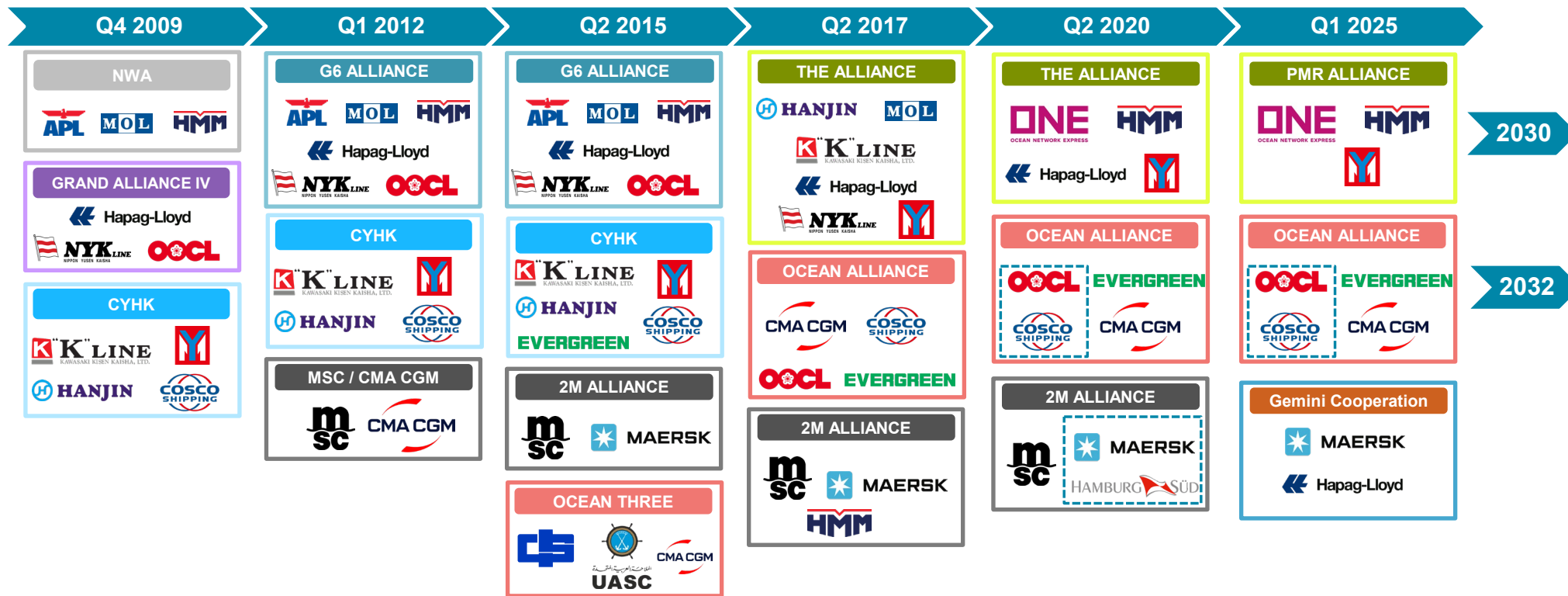
Alternative pipeline corridors are becoming a strategic priority for Gulf states, but cost, complexity and geopolitics will slow delivery.

- Gulf states are revisiting pipeline projects that bypass the Strait of Hormuz after renewed concern over the strait's vulnerability
- Saudi Arabia's 1,200km East-West pipeline has become the benchmark: it can move about 7 million barrels per day to Yanbu on the Red Sea, avoiding Hormuz.
- Near-term options → focus on expanding existing assets, including the East-West line and Abu Dhabi's Fujairah route
- Longer term, Gulf planners are considering a broader network of corridors linking the Gulf to the Red Sea and Mediterranean, potentially supporting wider trade flows beyond oil and gas.
- The main barriers remain substantial: high capex, difficult terrain, cross-border coordination and persistent security risks.



Global container shipping sector

The shipping industry has consolidated through alliances and M&A to improve vessel utilization and sea freight rates and enables liners to bundle their routes to offer a wider global network. Since 2015 all main carriers have been part of an alliance. The 2M Alliance was discontinued in January 2025, with Maersk switching to the Gemini Cooperation. The OCEAN and PMR Alliance run until 2032 and 2030.



Main Carriers Not Part of an Alliance

MAERSK MSC
CMA CGM EVERGREEN

MAERSK
EVERGREEN

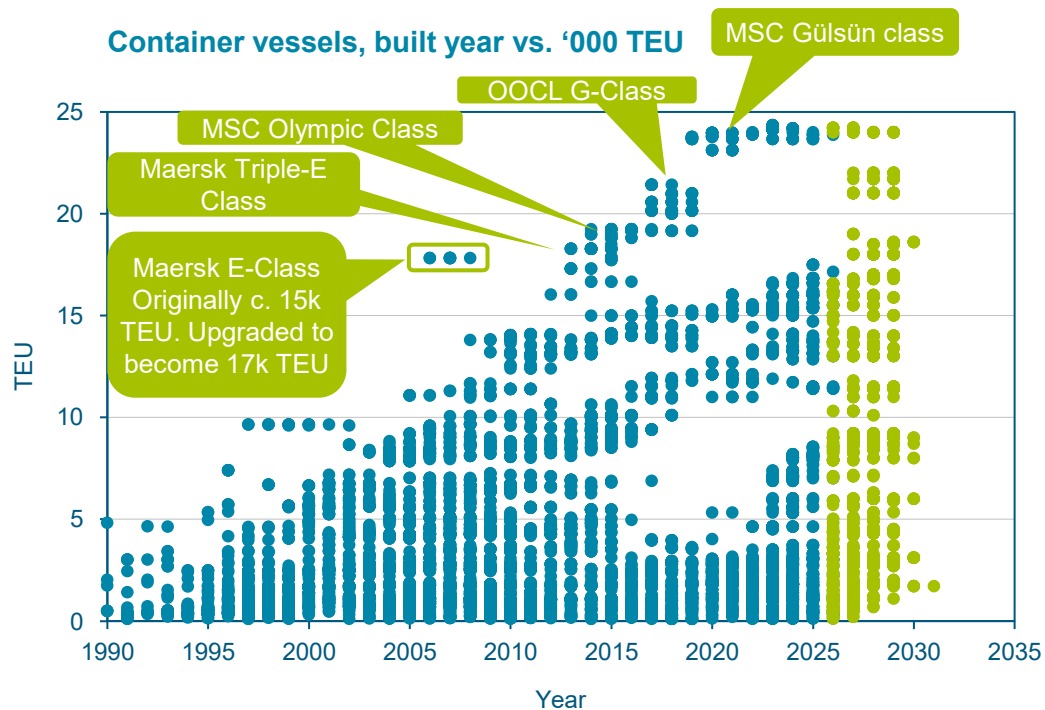
MSC

Source: Haskoning

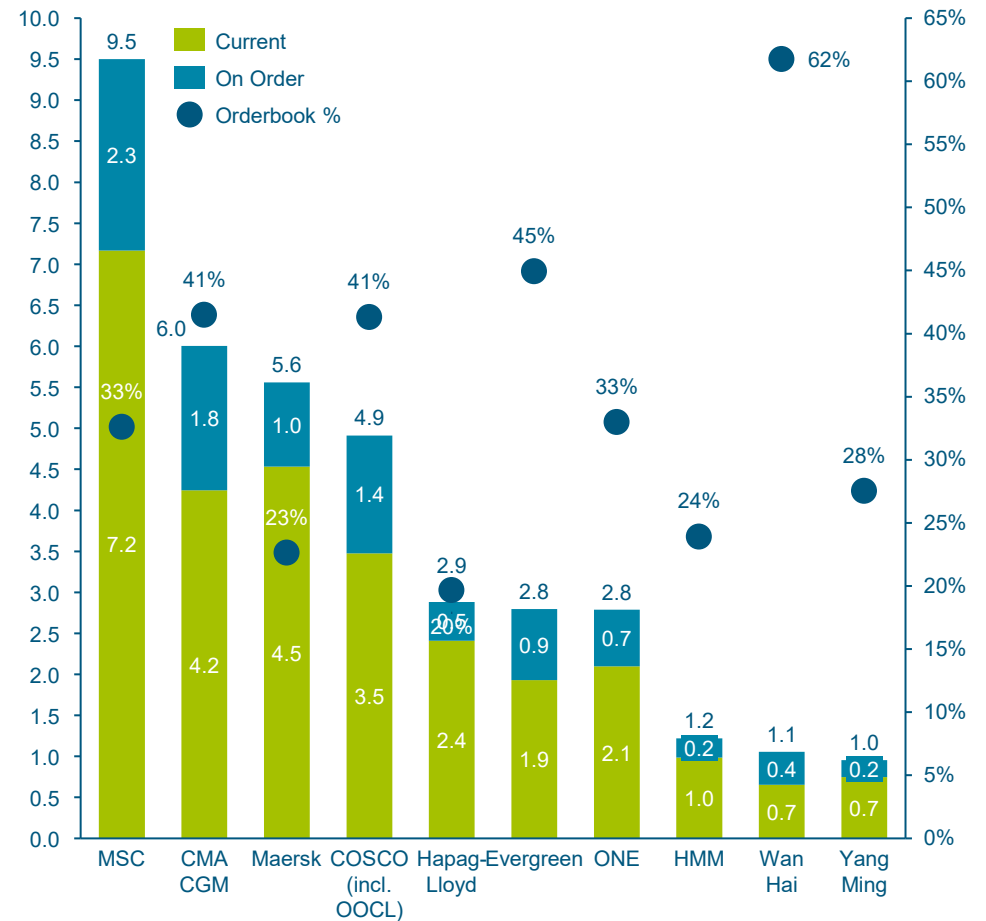
Global container shipping sector

The orderbook of most major shipping lines is leaning towards large ULCV.

- MSC's 7 million TEU vessel capacity or 9 million TEU including orderbooks → largest liner in the market.
- CMA CGM, which has 5.8 million TEU capacity in 2nd place
- Cosco has a large orderbook and announced that they ordered 12x 18,000 TEU LNG-capable ships in Jan 2026



Top 10 liners vessel capacity split by current and on order (million TEU)

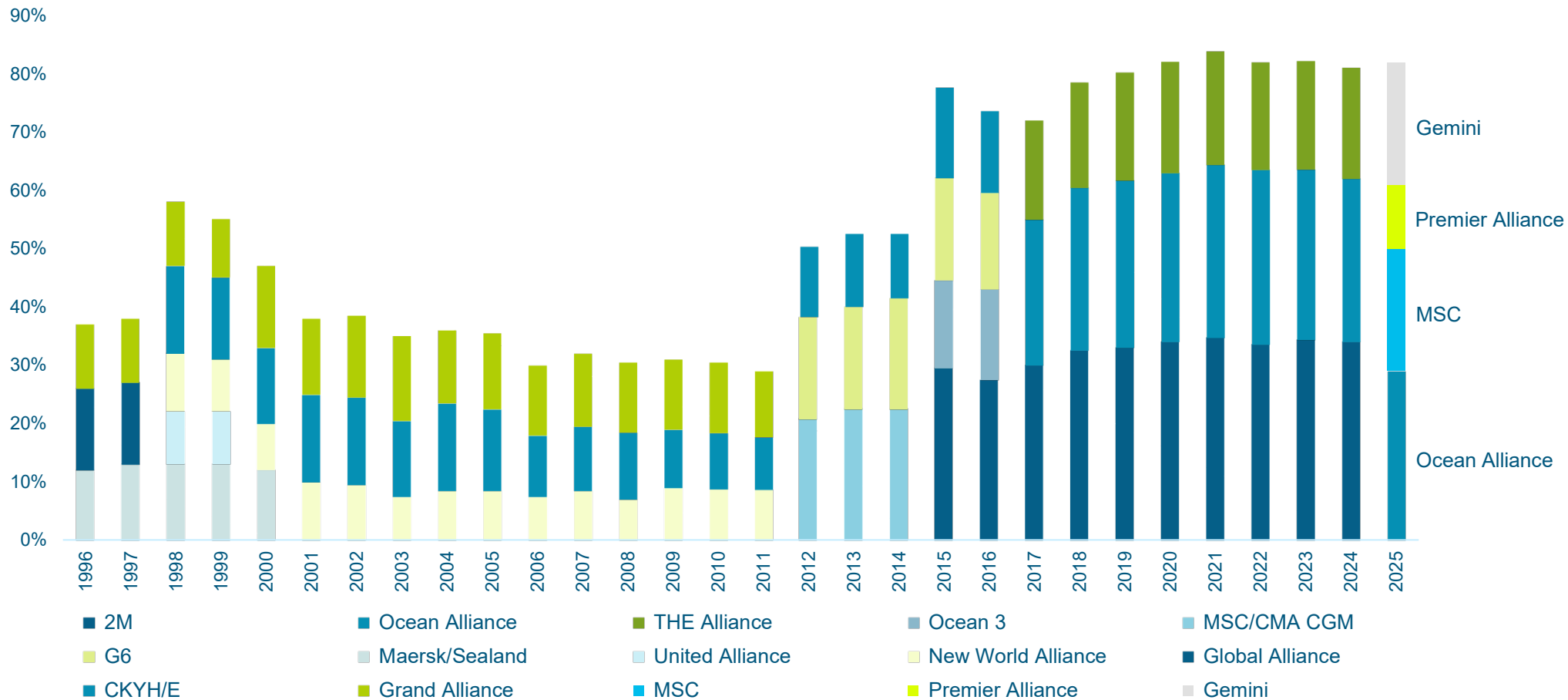


Source: Clarkson, eeSea

Global container shipping sector

The upscaling of alliances in the shipping sector led to very quick growth of the combined market share of the three largest alliances, from less than 30% in 2011 to over 80% in 2025. Alliances changed in January 2025, with Maersk and Hapag-Lloyd forming Gemini, while MSC is no longer in an alliance.

Development of the combined market shares of the three largest shipping alliances 1996-2021

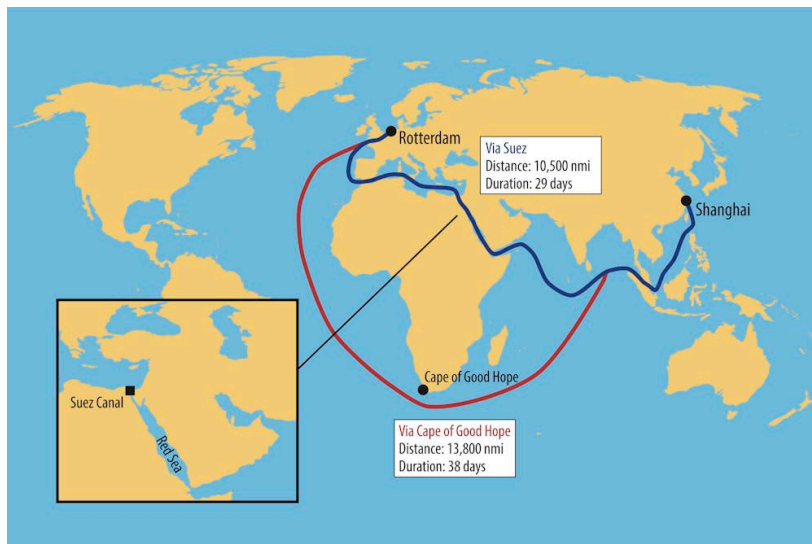


Source: Alphaliner, Clarksons

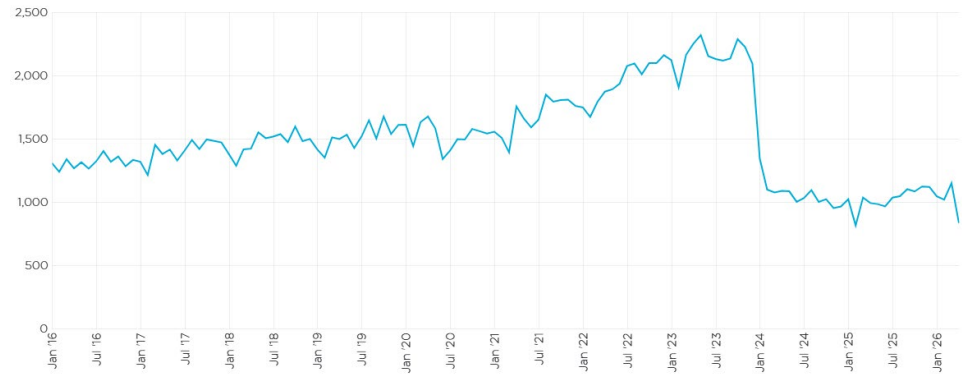
Key regional impact on shipping - Red Sea Crisis and Iran War

The increased geopolitical uncertainty since 2023 in the Red Sea has affected international trade routes, freight rates and insurance premiums. The recent and ongoing conflict in Iran has reinforced this trend.

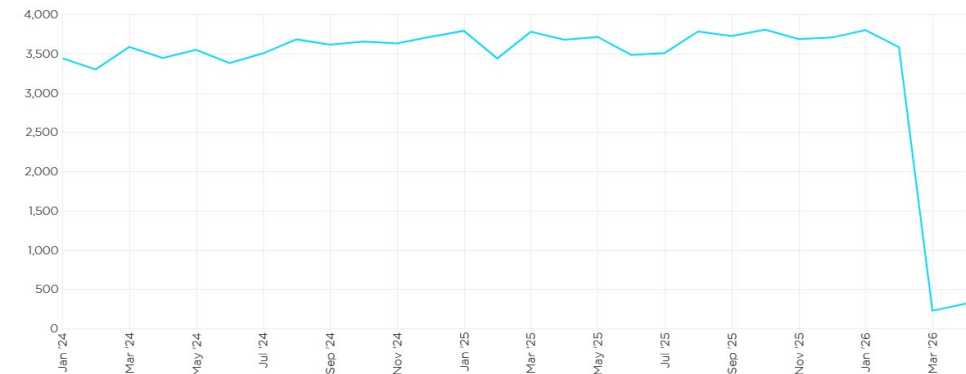
- Since late 2023, attacks on commercial shipping in and around the Red Sea have reduced traffic through the Suez Canal, forcing many carriers to reroute via the Cape of Good Hope. The 2026 Iran war has increased concern over spillover effects on maritime trade, energy flows and vessel risk exposure across key chokepoints in the Middle East.
- Rerouting has lengthened voyage times, increased fuel consumption and pushed up war-risk insurance premiums, reducing schedule reliability and raising end-to-end logistics costs for Europe-Asia trade.
- Freight markets remain more volatile than before the crisis. Although rates have eased from their peak spikes, they have not fully returned to pre-crisis norms and remain sensitive to renewed military escalation and route disruption.



Monthly number of ship transit in the Suez Canal



Monthly number of ship transit in the Strait of Hormuz



China-Europe Container Freight Rate index



Container port & terminals sector

Port operators have responded by forming alliances, partnering with shipping lines, acquiring or merging with competitors. This has created a significantly complex ownership structure.

Rank 2016	Rank 2024	Operator	Volumes (MTEU) 2016	Volumes (MTEU) 2024	CAGR	2024 Share %	
1	1	PSA	52.4	67.3	3.2%	7.3%	↓
6	2	China Merchant	27.9	61.2	10.3%	6.6%	↑
5	3	COSCO	29.1	54.2	8.1%	5.8%	↑
4	4	APM Terminals	37.3	53.2	4.5%	5.7%	↓
2	5	Hutchison Ports	45.6	46.2	0.2%	5.0%	↓
-	6	MSC / TiL	-	44.4	-	4.8%	↓
3	7	DP World	40	44.3	1.3%	4.8%	↓
-	-	Other GTOs	-	85.5	-	9.2%	↓
Top 7 volumes			232.3	370.8	6.2%	-	
Top 7 share			33%	41%	-	-	
Global Port volumes			713.7	928.0	3.3%	-	

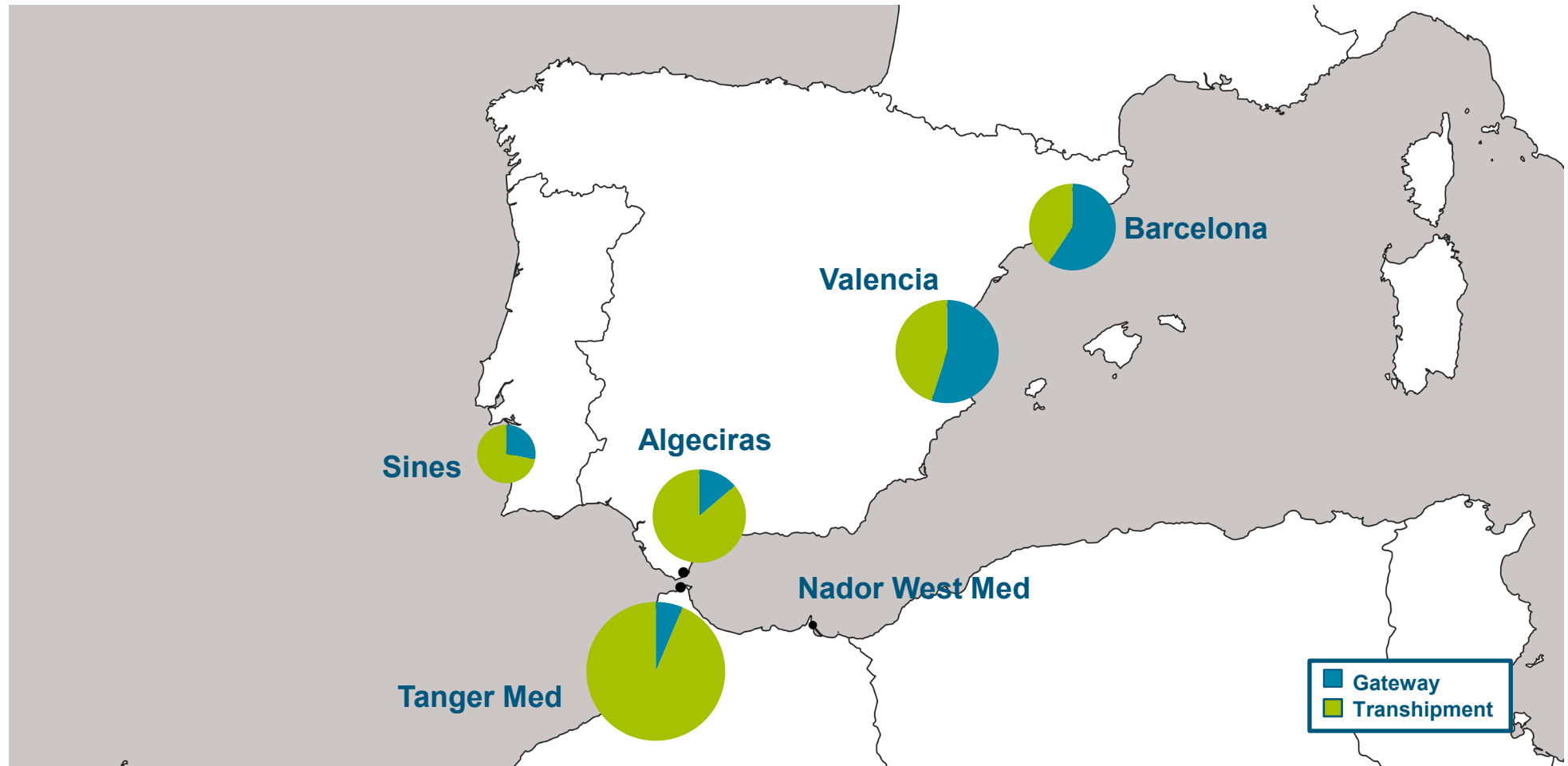


Source: Drewry

Regional port competition

Volumes are concentrated mainly in Tanger Med, which handled over 11 million TEU in 2025. Throughput is transshipment-led, accounting for over 73% of regional volumes.

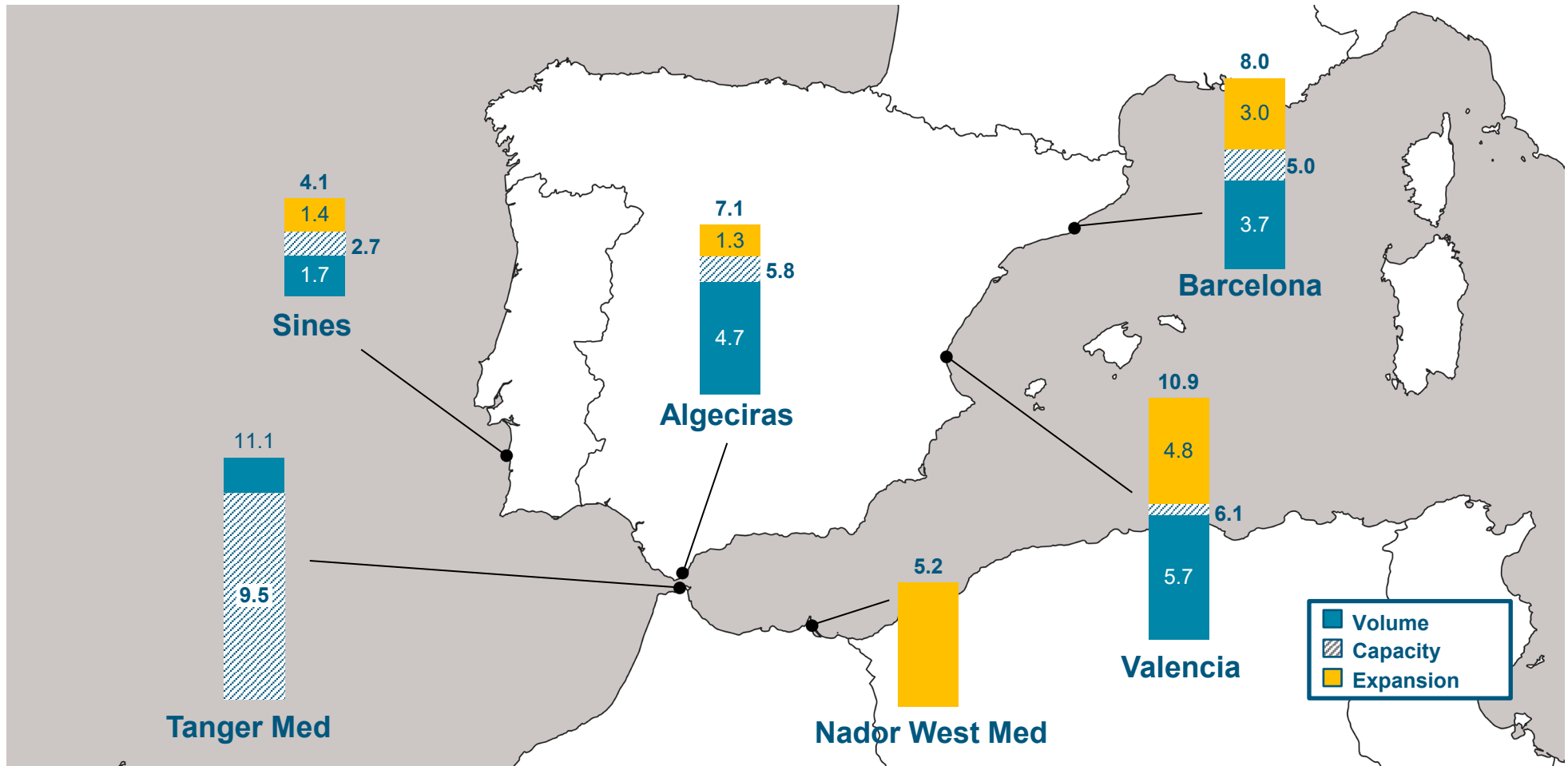
Main regional ports



Regional port competition

Regional utilisation rates are high, ranging from 64% to 117%. Valencia, Barcelona, Sines, and Algeciras all have upcoming capacity expansions; Nador West Med is set to be operational in late 2026.

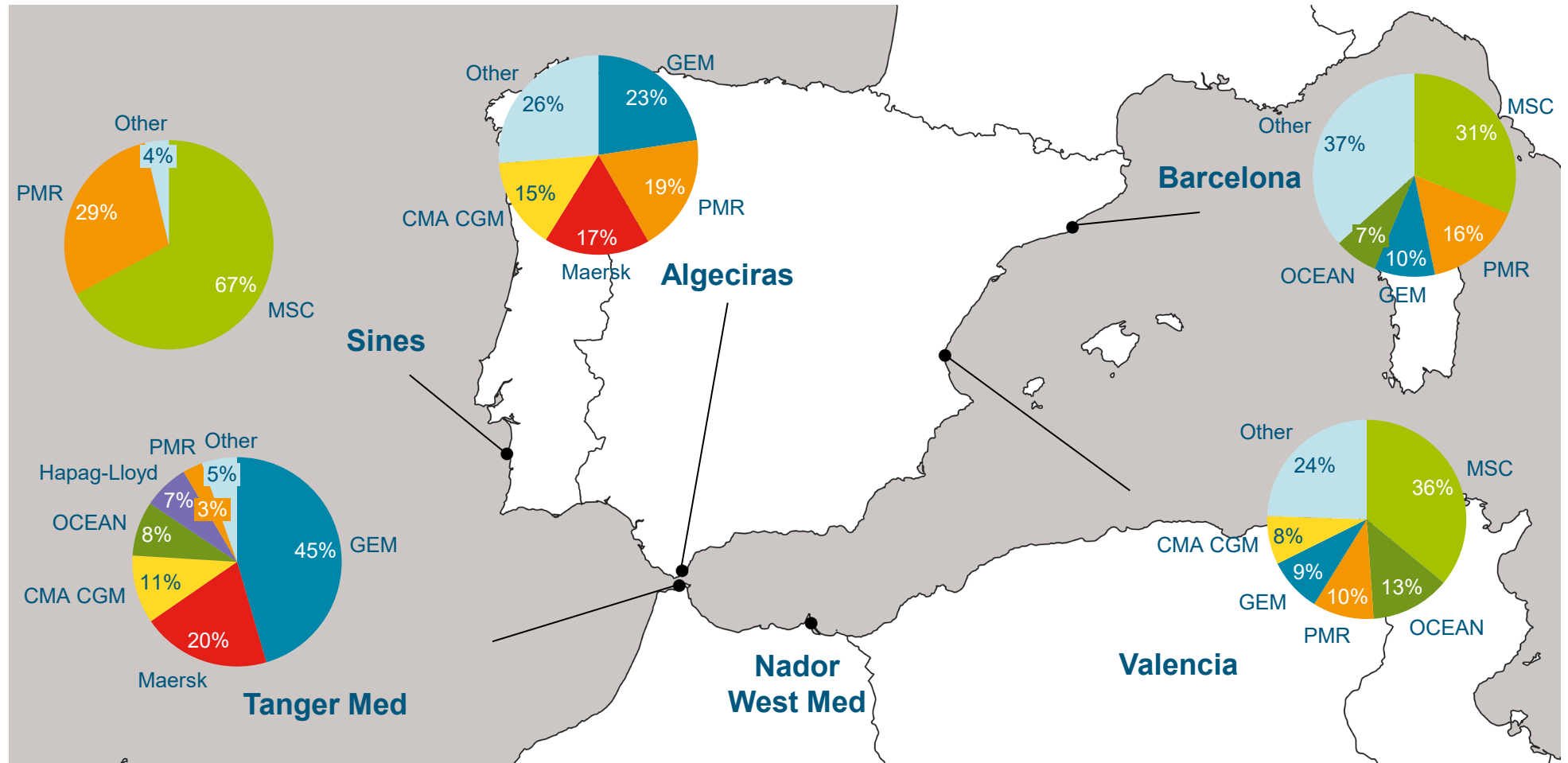
Main regional ports



Regional port competition

Gemini deploys the largest share of regional capacity (23%), mainly through Tanger Med. MSC follows with a 20% share. All three alliances have meaningful deployed capacity shares in the region.

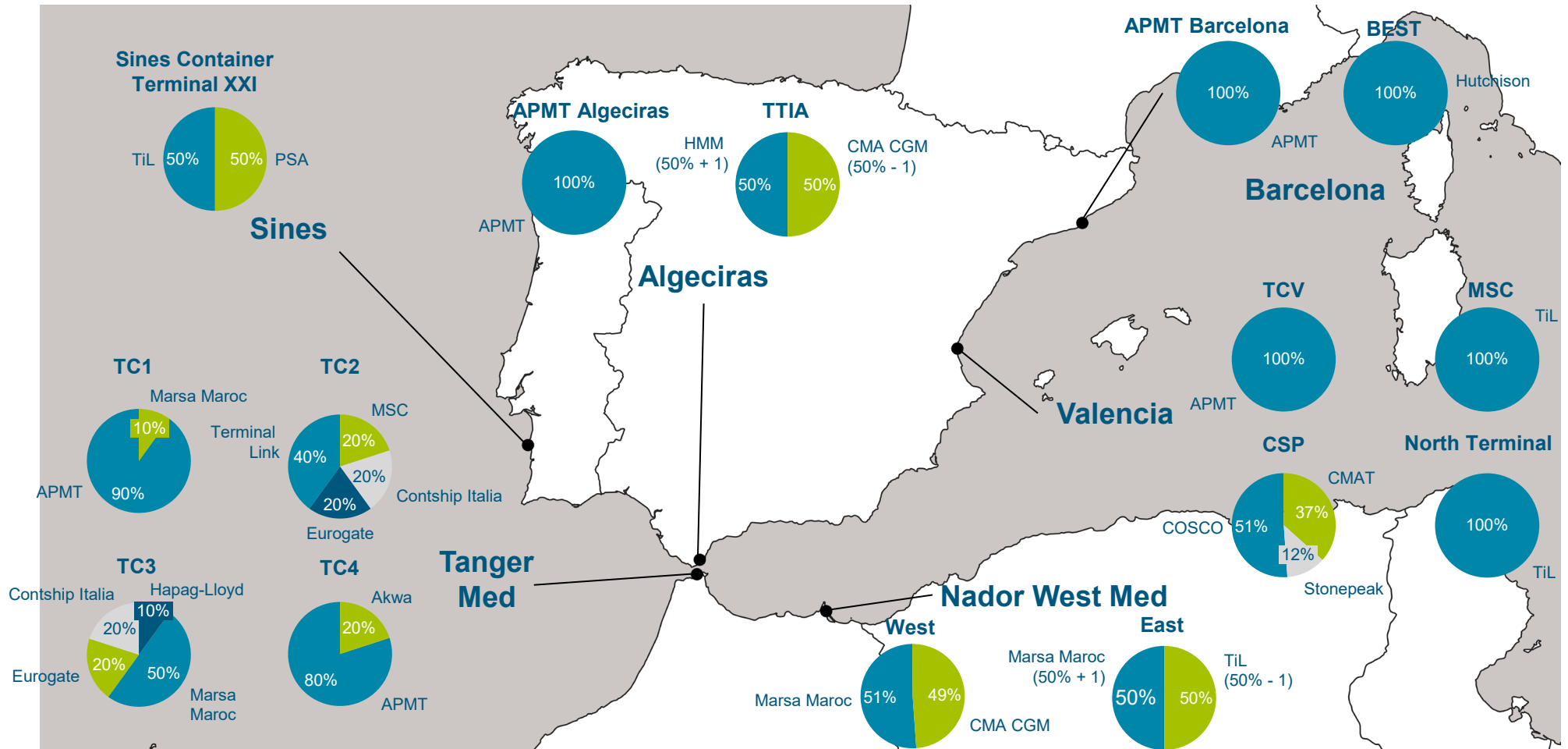
Weekly capacity share per shipping line and alliance (%)



Regional port competition

Terminal ownership is a mix of terminal operators and shipping lines. TiL and APMT have significant presences in the region.

Ownership structure of main regional container terminals (%)



Regional port competition

Asia-Europe is the dominant trade lane in terms of weekly deployed capacity across West Med ports.

- Asia-Europe is the largest trade lane by weekly capacity (437k TEU), followed by Europe-Americas (189k TEU) and Mediterranean-North America (183k TEU).
- CSP Iberian Valencia Terminal has the highest capacity deployed (199k TEU), anchored by Asia-Europe, Mediterranean-North America, intraregional and Europe-Americas services.

Port	Terminal	Asia-Europe	Europe-Americas	Med-North America	Asia-North America	Europe-Middle East	Pendulum	Europe-Africa	Feeders-Africa	Feeders-Europe	Feeders-Med	Intraregional-Europe	Oceania
Algeciras	APMT Algeciras	37,036	18,083	18,764	-	14,418	-	14,362	-	6,805	18,490	2,399	-
	TTIA	62,180	25,109	-	-	11,193	-	20,577	-	-	3,630	14,219	-
Barcelona	APMT Barcelona	34,077	2,672	15,459	-	-	-	9,256	-	-	1,036	5,478	-
	BEST	42,095	15,667	23,782	-	25,775	14,388	-	-	1,400	7,565	20,544	-
Sines	Terminal XXI	15,704	15,868	12,427	-	-	14,729	8,469	-	3,162	-	19,404	-
Tanger Med	TC1	35,928	17,029	10,597	-	19,045	-	6,766	-	-	1,774	-	-
	TC2	39,338	16,423	-	6,709	11,193	-	16,662	-	2,824	1,899	12,830	-
	TC3	44,526	10,420	4,412	-	-	14,388	11,842	6,343	3,979	1,440	1,404	-
	TC4	30,836	31,438	30,354	-	33,463	-	17,159	2,127	5,937	9,645	2,399	-
Valencia	TCV Muelle de Levante	16,314	2,672	13,278	-	-	-	1,582	-	-	6,989	7,526	-
	MSC Terminal Valencia	22,619	8,793	18,469	-	25,775	-	4,852	-	-	4,037	12,286	-
	CSP Iberian Valencia Terminal	56,527	24,460	35,741	-	20,611	14,388	3,575	-	266	8,803	25,366	8,985
Leixoes	TCL - South Container Terminal	-	-	-	-	-	-	1,822	125	9,005	2,050	7,854	-

Source: eeSea

Contact

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*Thank
You!*