

2026 LATIN AMERICA OFFICE & AGENCY MEETING

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EMC PJD RSD
MAR 26~27, 2026





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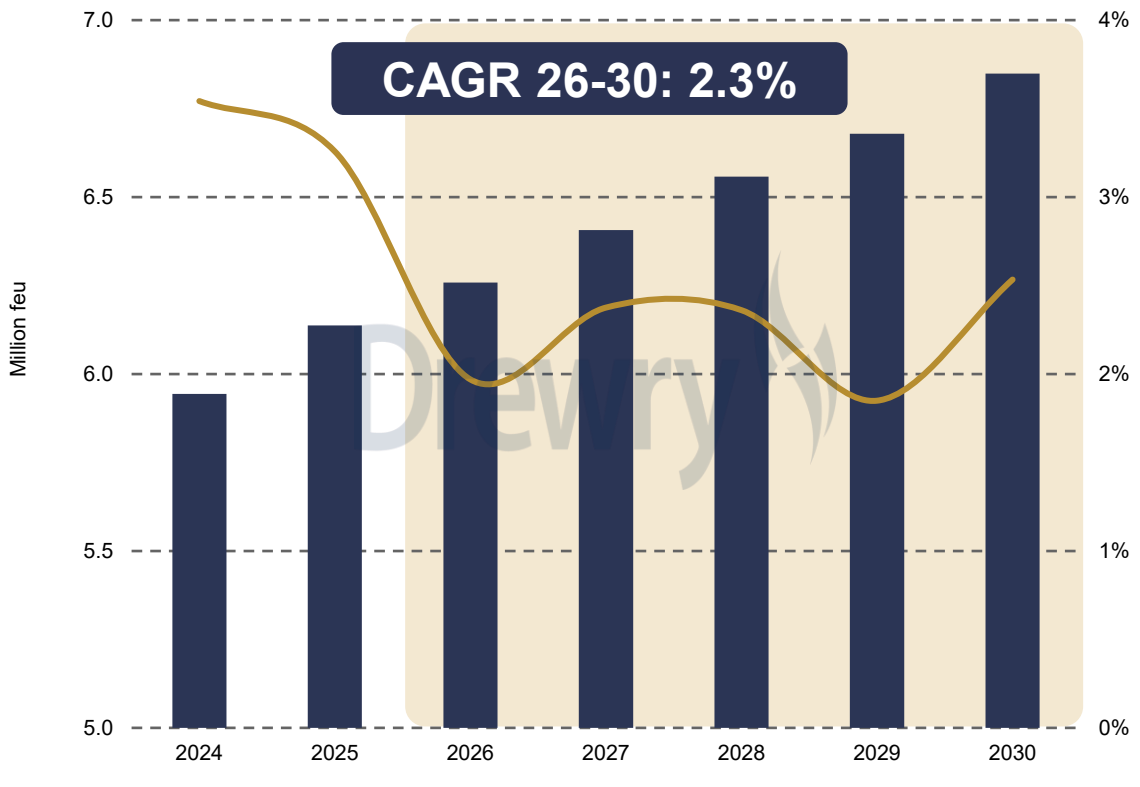
01

Reefer Market Outlook



Reefer Market Outlook / Global Annual Growth

	2024	2025	2026	2027	2028	2029	2030
Containerised reefer traffic (Million feu)	5.9	6.1	6.3	6.4	6.6	6.7	6.8
% change (right axis)	3.5%	3.3%	2.0%	2.4%	2.4%	1.8%	2.5%



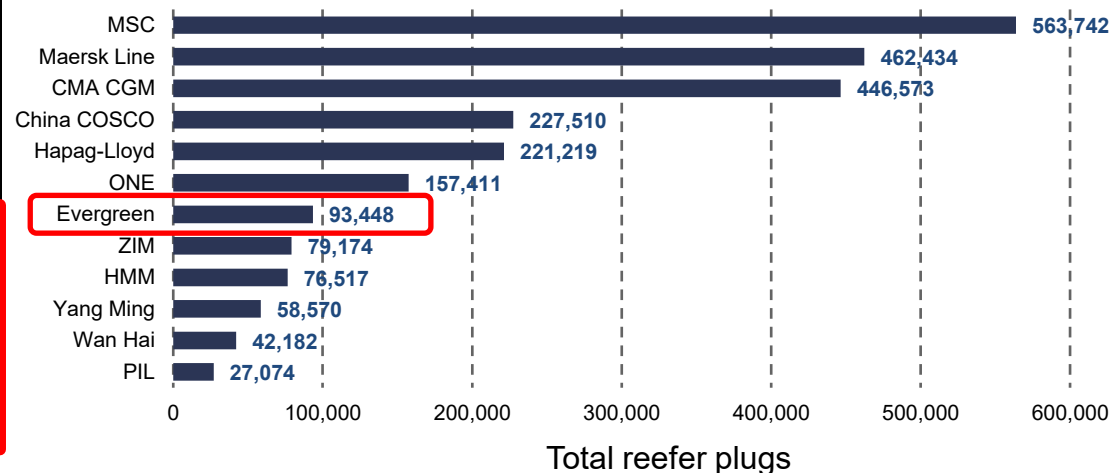

Global Annual Growth Rate 2026-2030

+2.3%

Reefer Market Outlook / 2026 Carriers Reefer Fleet

UNITS	Maersk	MSC	CMA CGM	COSCO	Hapag-Lloyd	ONE
Reefer equipment fleet	392,000	302,500	295,000	310,000	182,500	142,500
Reefer containers per plug ratio (right axis)	0.85	0.54	0.66	0.69	0.83	0.91
UNITS	EMC	ZIM	HMM	Yang Ming	Wan Hai	PIL
Reefer equipment fleet	56,000	26,000	24,250	25,000	16,875	16,900
Reefer containers per plug ratio (right axis)	0.57	0.33	0.32	0.43	0.40	0.63

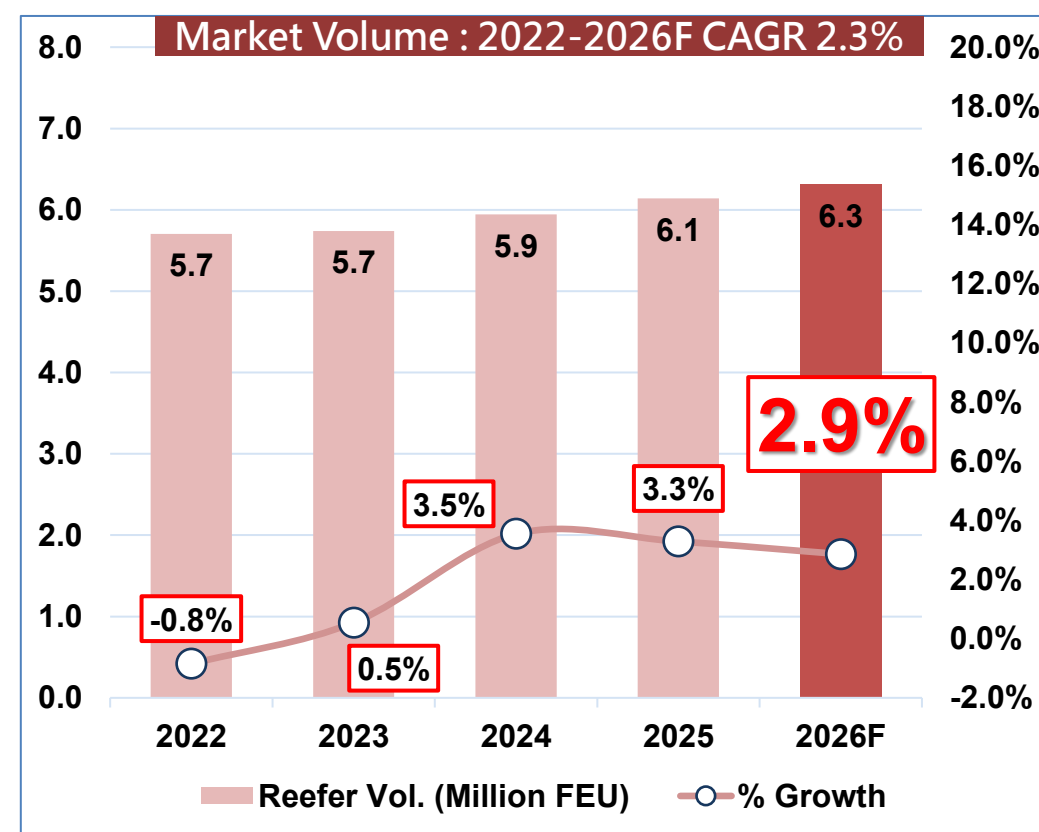
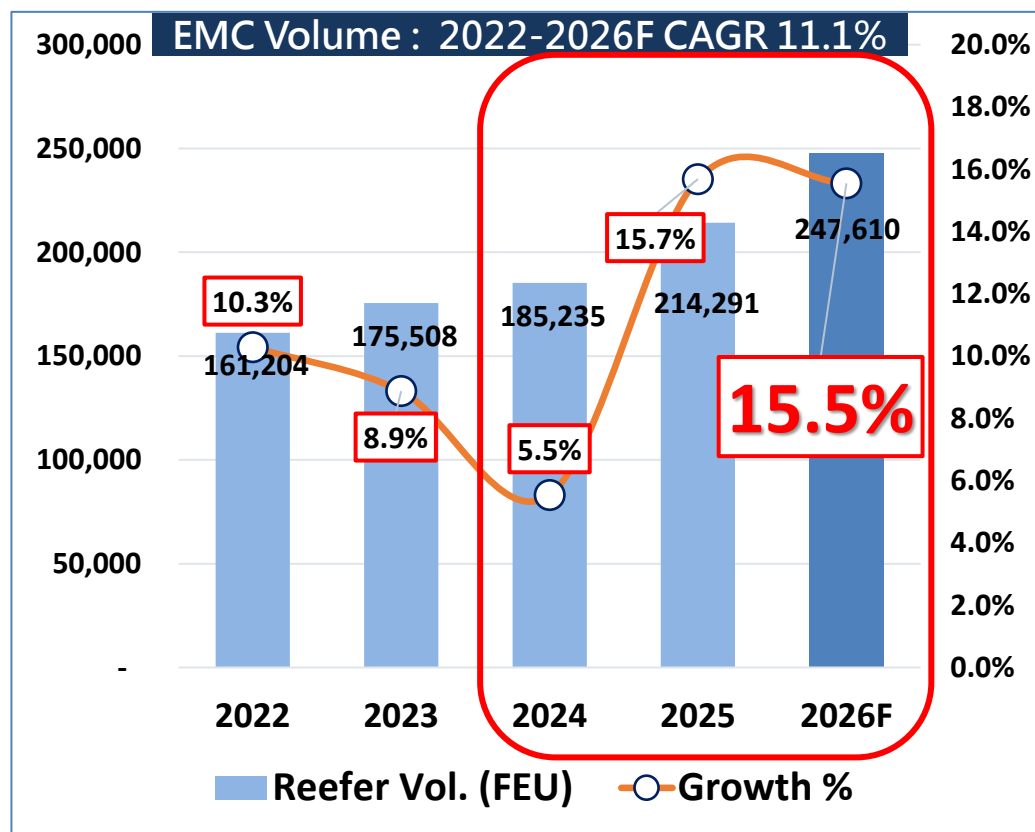
TOTAL UNITS					
Market Reefer Fleet	1,789,525				
Liner Share	1st	2nd	3rd	4th	7th
	Maersk	COSCO	MSC	CMA	EMC
	21.9%	17.3%	16.9%	16.3	3.1%



Reefer Market Outlook / Volume & Market Share

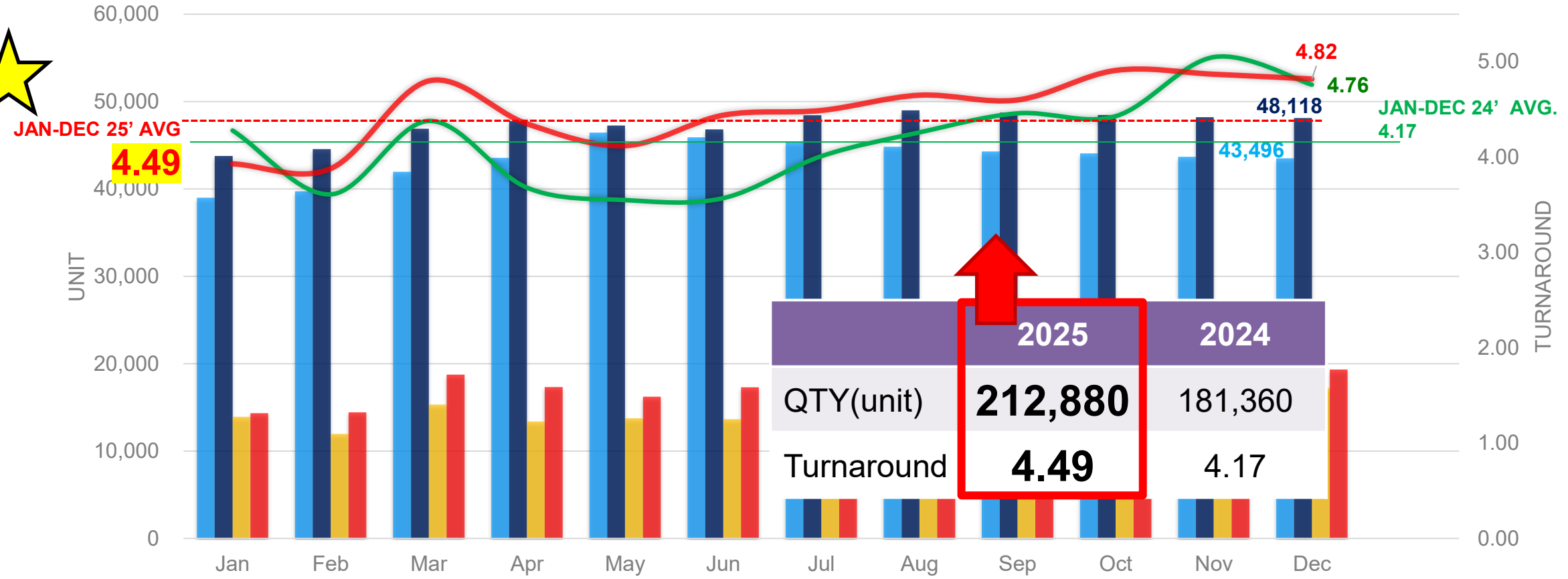
ITEM	2022 - 2026F Compound Annual Growth	EMC's Market Share	
		2022	2026F
Vessel Capacity	EMC 6.9%	6.4%	5.9%
Reefer Volume (FEU)	EMC 11.1% > Market 1.9%	2.8%	3.9%
Reefer Fleet	EMC 9.3% > Market 2.9%	2.2%	2.8%
Turnaround	EMC 4.28 > Market 3.11	4.06	4.33

Source: Drewry Report



Reefer Market Outlook / Fleet - QTY - Turnaround

JAN 2024 – DEC 2025



■ Fleet 4RH 2024
 ■ Fleet 4RH 2025
 ■ QTY 4RH 2024
 ■ QTY 4RH 2025
 — Turnaround 4RH 2024
 — Turnaround 4RH 2025



02

2025

Performance

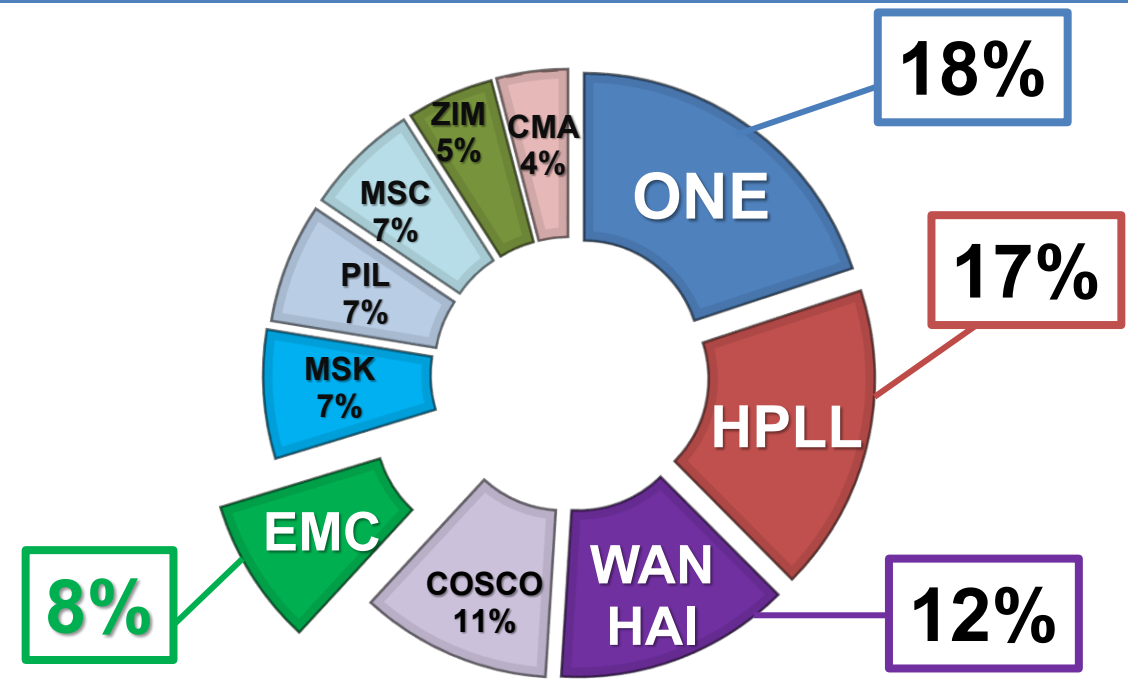
Review



2025 Performance Review - WCSA to ASI Market Share

TOP 10 Carriers (2025)

Carriers	2025	2024	2024 RANK	YOY	Growth (%)
1 ONE	19,267	18,658	1	609	3%
2 HPLL	16,984	17,496	2	-512	-3%
3 WAN HAI	13,003	13,687	5	-684	-5%
4 COSCO	10,496	13,198	6	-2,702	-20%
5 ↑ EMC	8,143	6,175	8	1,968	32%
6 MSK	7,057	16,600	4	-9,543	-57%
7 PIL	6,611	5,888	9	723	12%
8 MSC	6,309	12,208	7	-5,899	-48%
9 ZIM	4,797	5,256	10	-459	-9%
10 CMA	3,934	17,348	3	-13,141	-77%
Total Capacity (Nominal)	101,816	132,840		-31,024	-23%

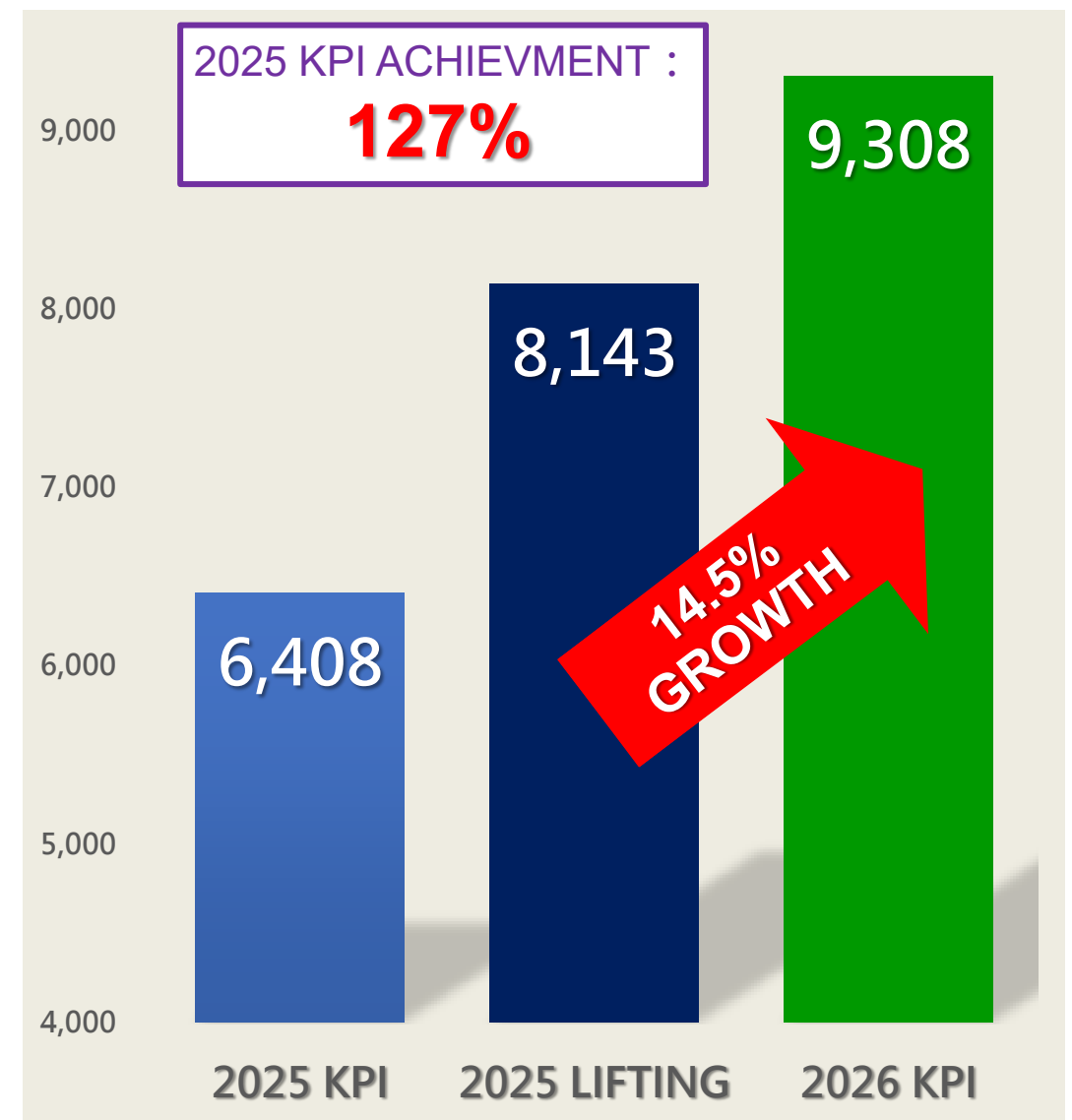
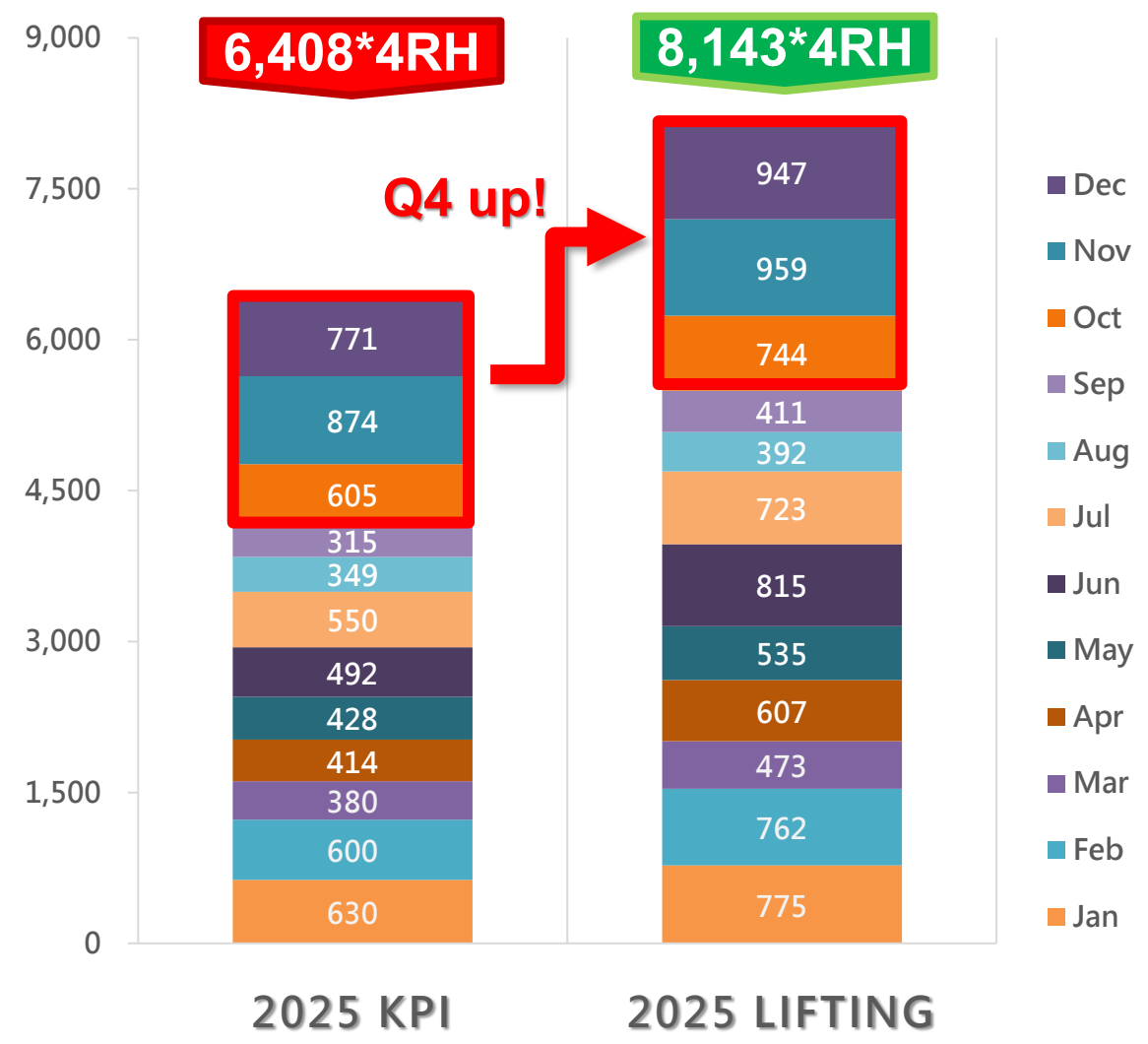


Country	EMC 2025 Share	EMC 2024 Share
CL	5.7%	2.7%
PE	26.7%	19.4%
EC	5.4%	3.6%
CO	5.7%	7.9%



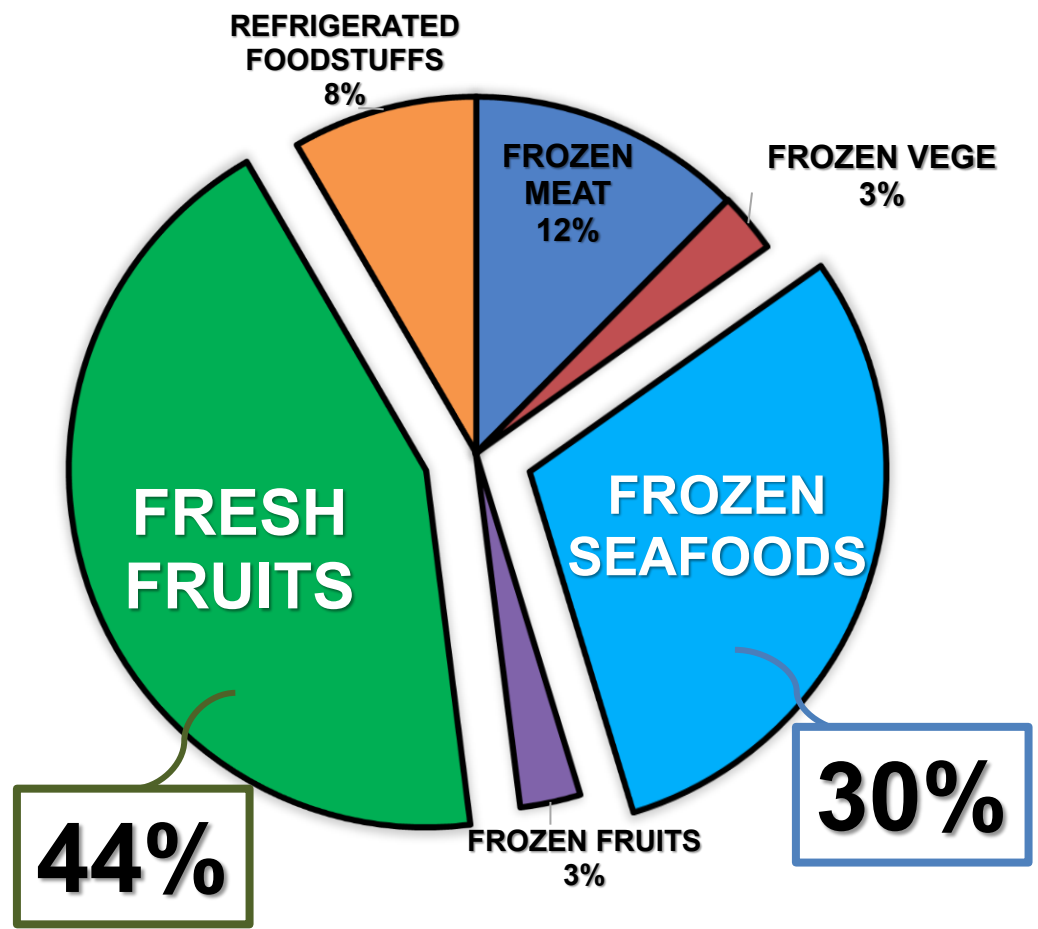
2025 Performance Review - WCSA to ASI KPI review

Jan-Dec loaded 8,143*4RH

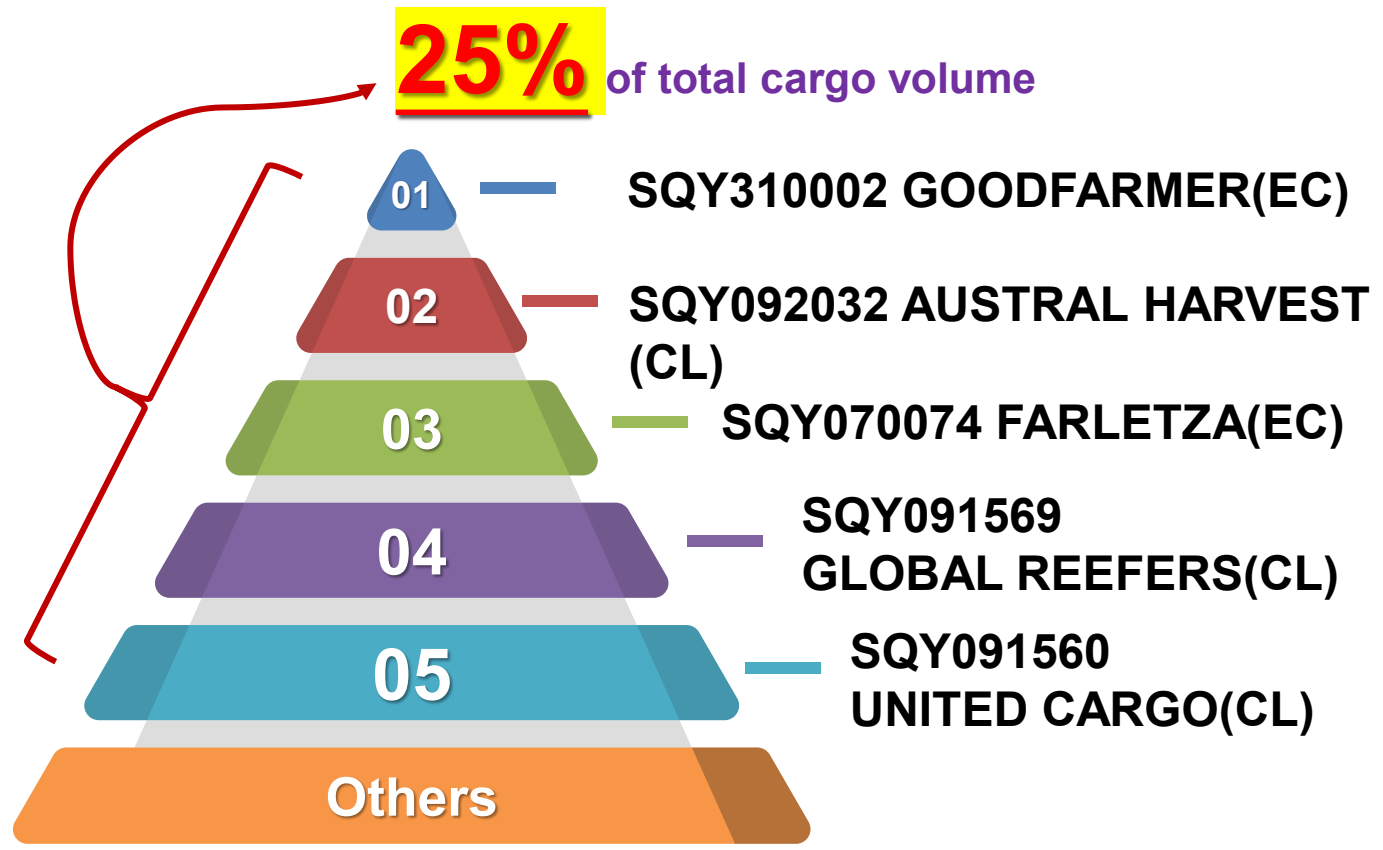


2025 Performance Review - WCSA 2025 AMP

Main Commodities



Top5 A/C

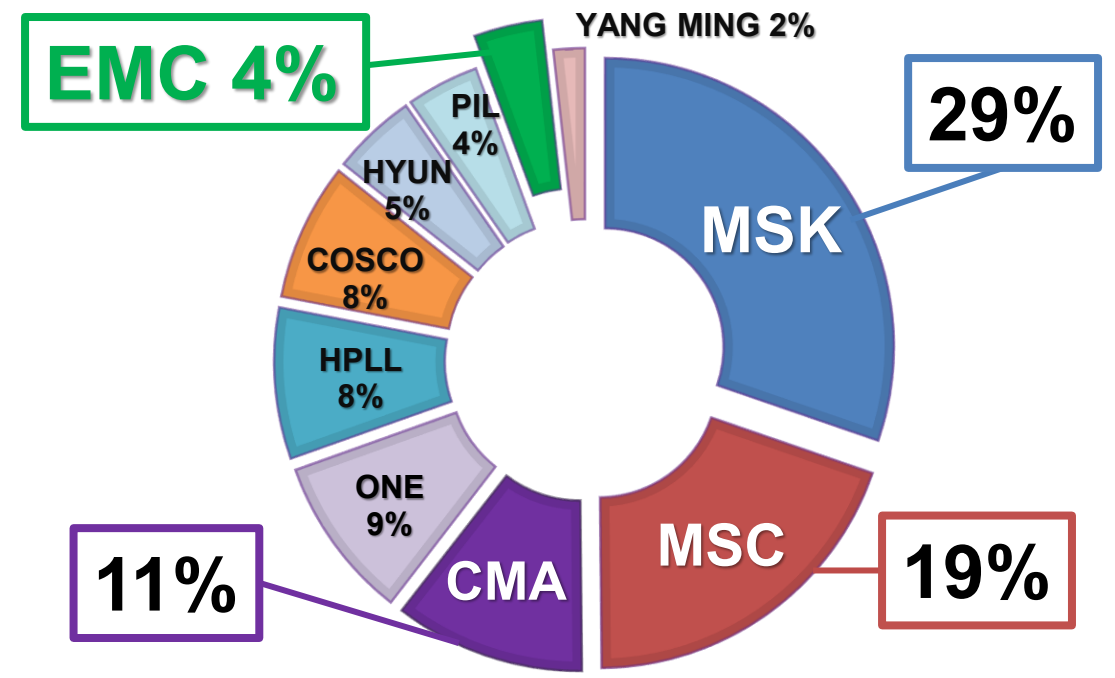


Total A/Cs in 2025: 206

2025 Performance Review - ECSEA to ASI Market Share

TOP 10 Carriers (2025)

Carriers	2025	2024	2024 RANK	YOY	Growth (%)
1 MSK	81,590	85,486	1	-3,896	-5%
2 MSC	52,720	57,171	2	-4,451	-8%
3 CMA	28,669	26,584	3	2,085	8%
4 ONE	24,431	18,879	5	5,552	29%
5 HPLL	22,791	25,635	4	-2,844	-11%
6 COSCO	20,608	17,537	6	3,071	18%
7 HYUN	12,657	13,579	7	-922	-7%
8 PIL	10,900	7,673	9	3,227	42%
9↓ EMC	10,330	10,670	8	-340	-3%
10 YANG MING	4,715	3,905	10	811	21%
Total Capacity (Nominal)	269,411	267,119		2,292	0.8%

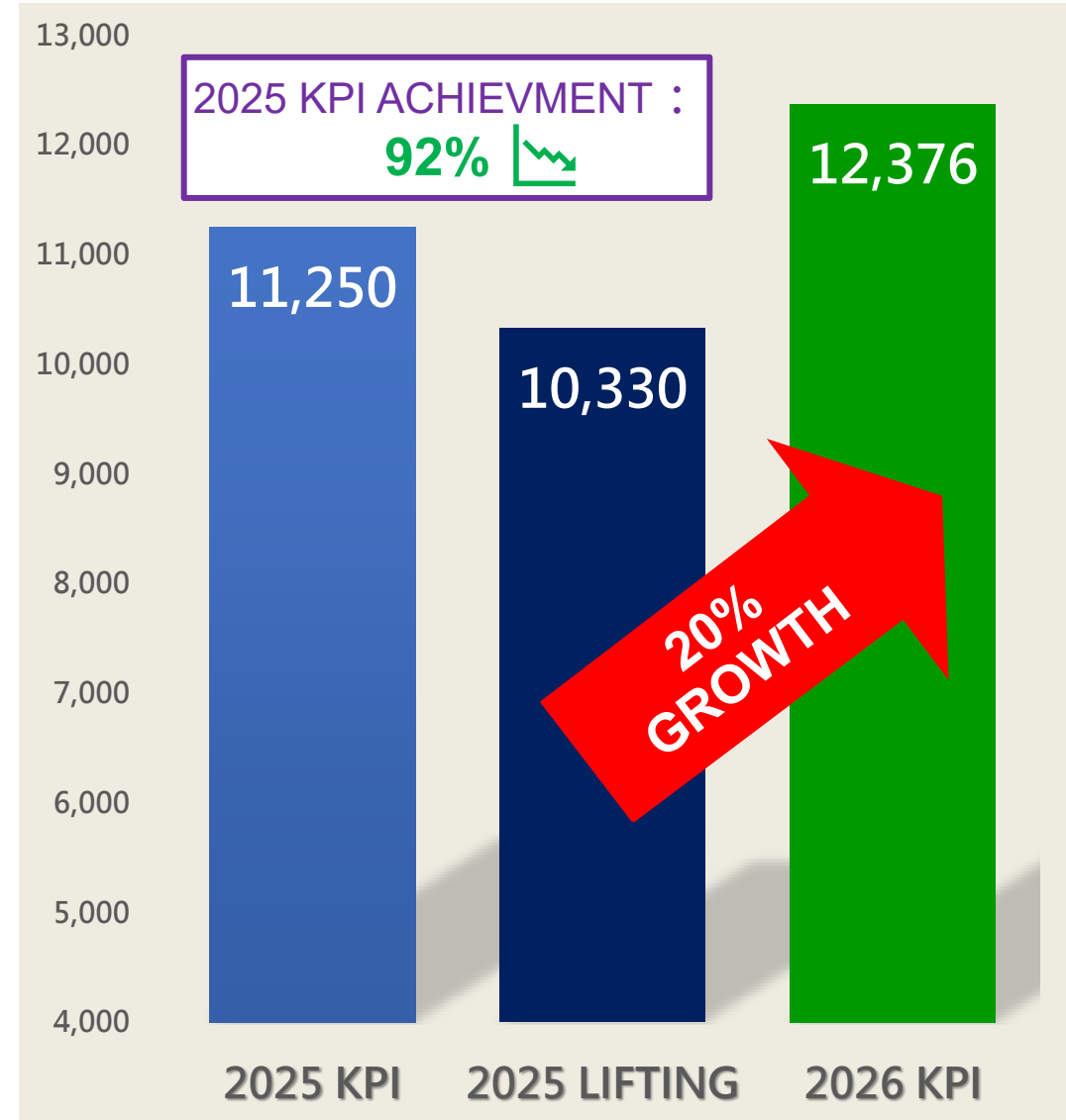
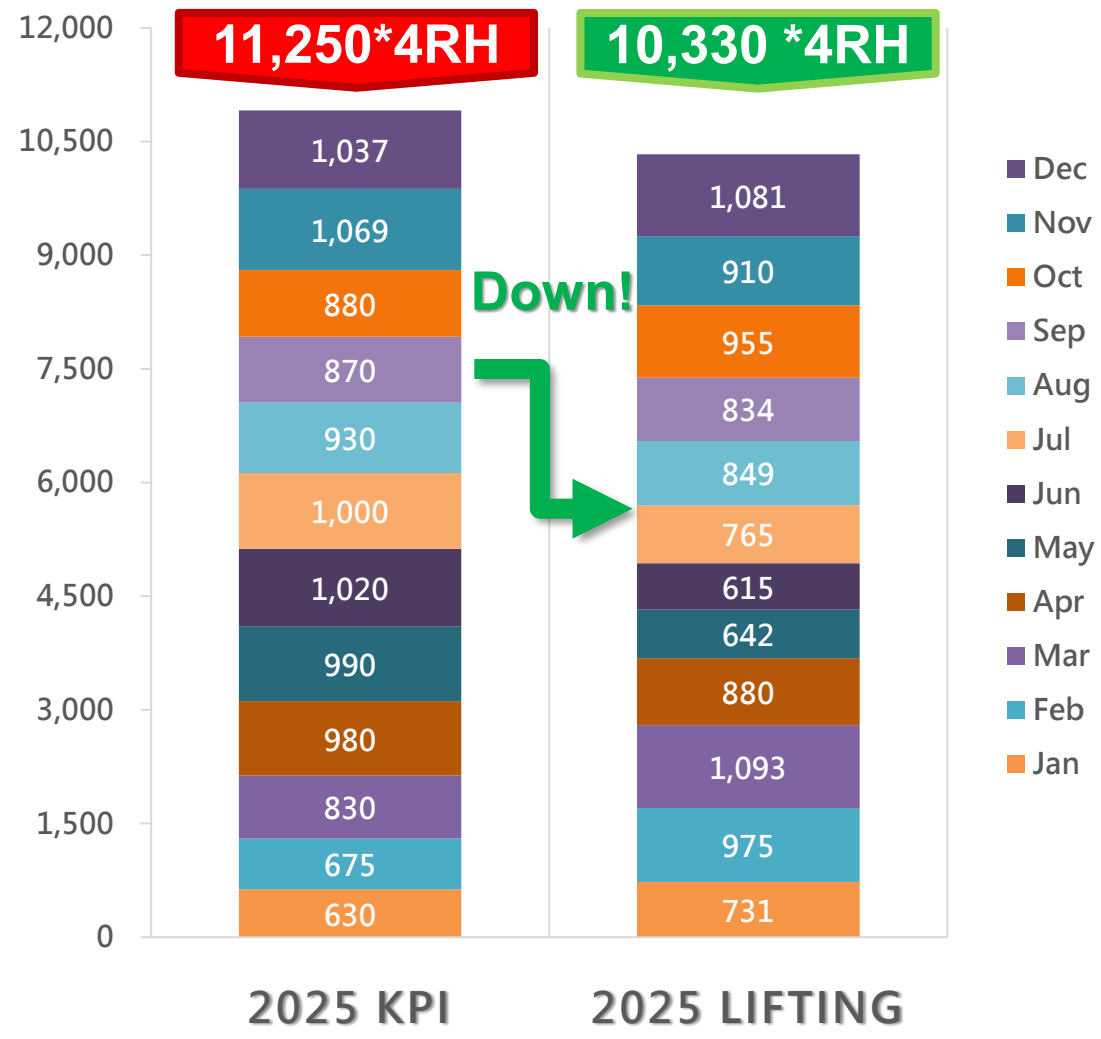


Country	EMC 2025 Share	EMC 2024 Share
AR	6.1%	7.8%
BR	3%	2.9%
UY	15.5%	11.6%



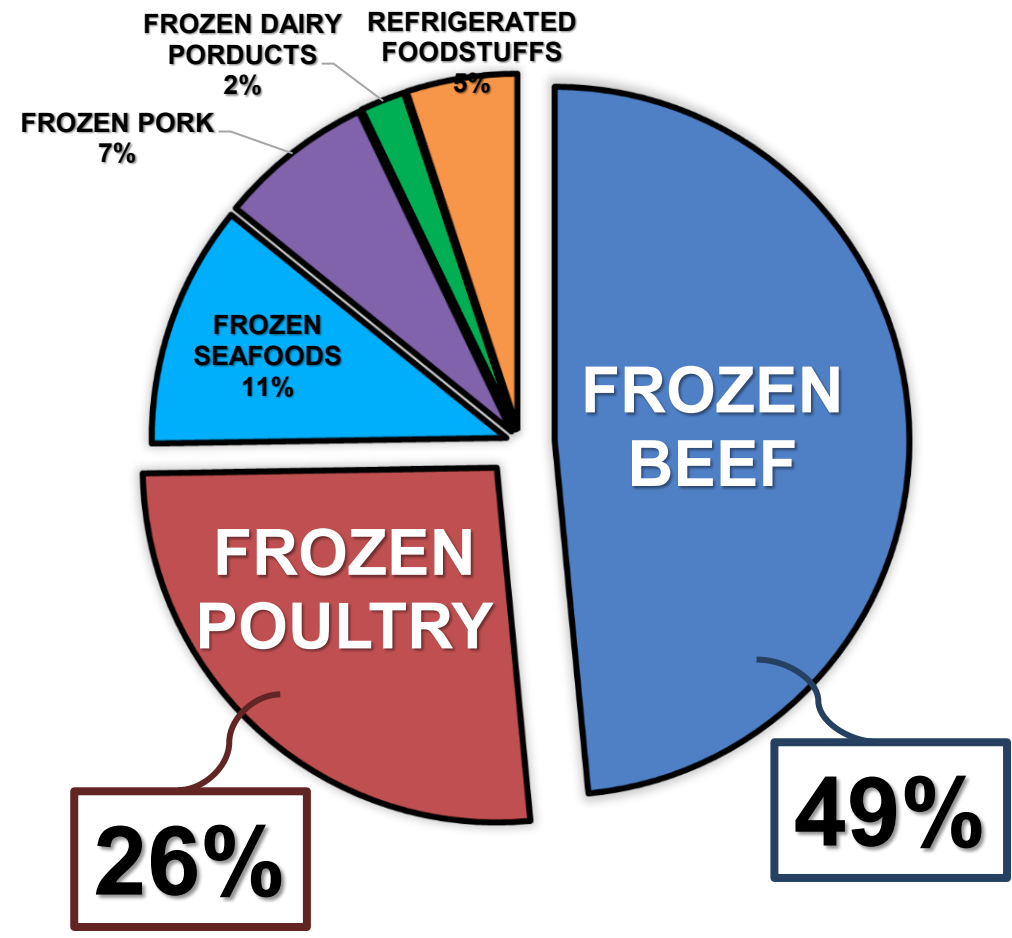
2025 Performance Review - ECSCA to ASI KPI review

Jan-Dec loaded 10,330*4RH

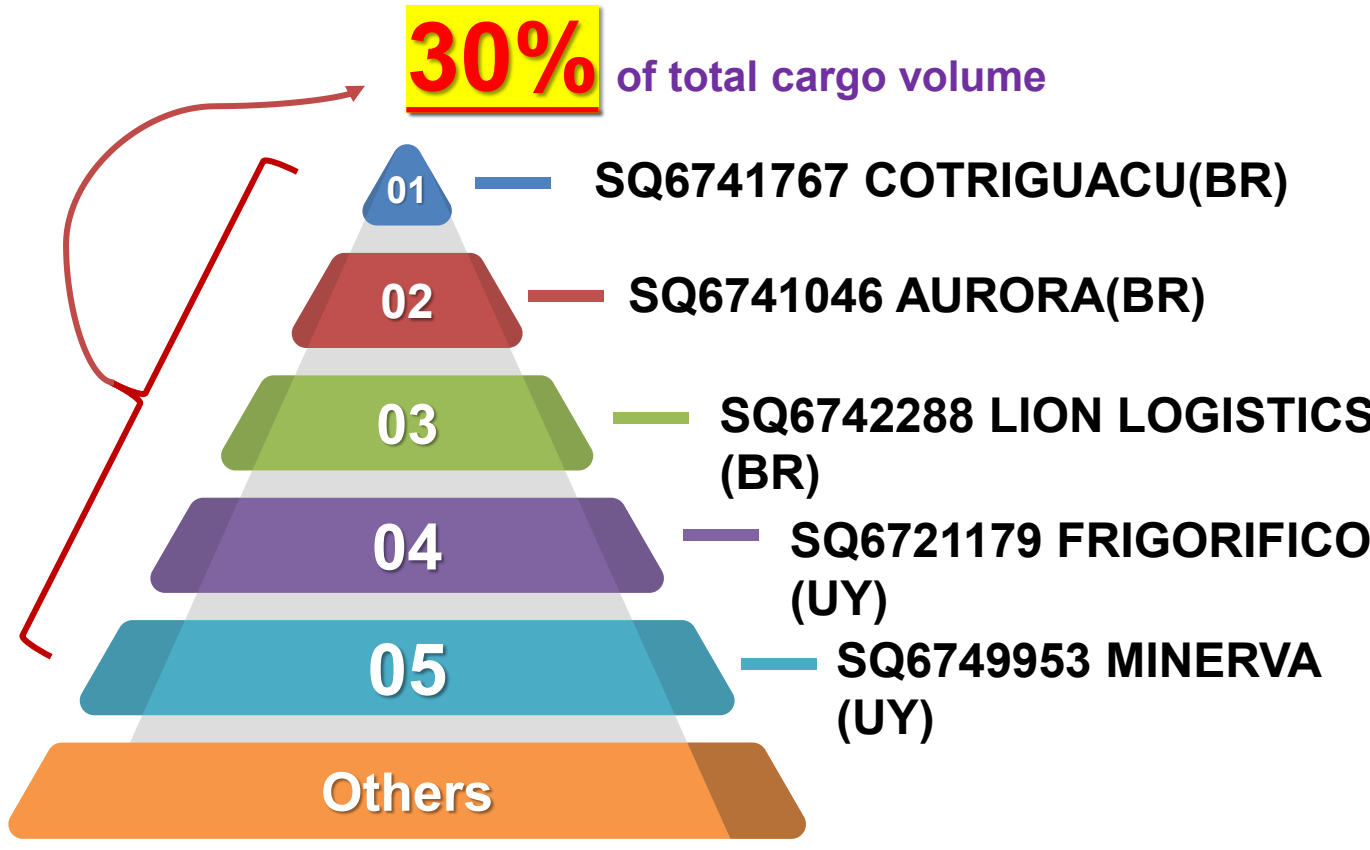


2025 Performance Review - ECSA 2025 AMP

Main Commodities





































Top5 A/C



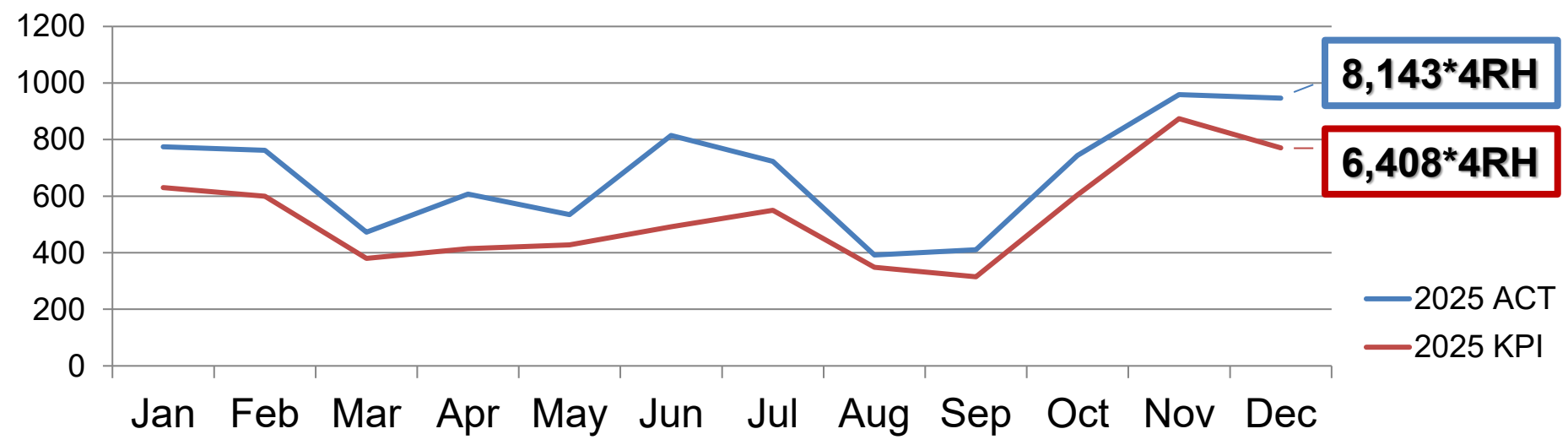
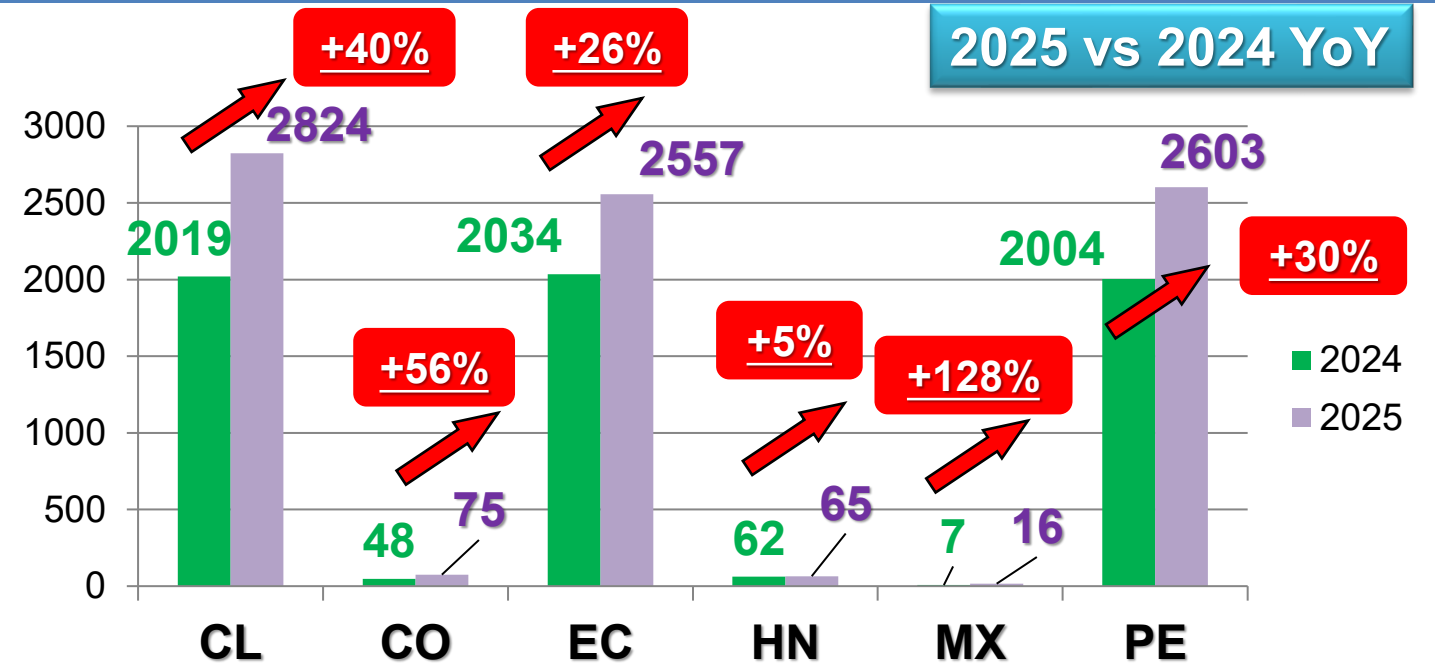
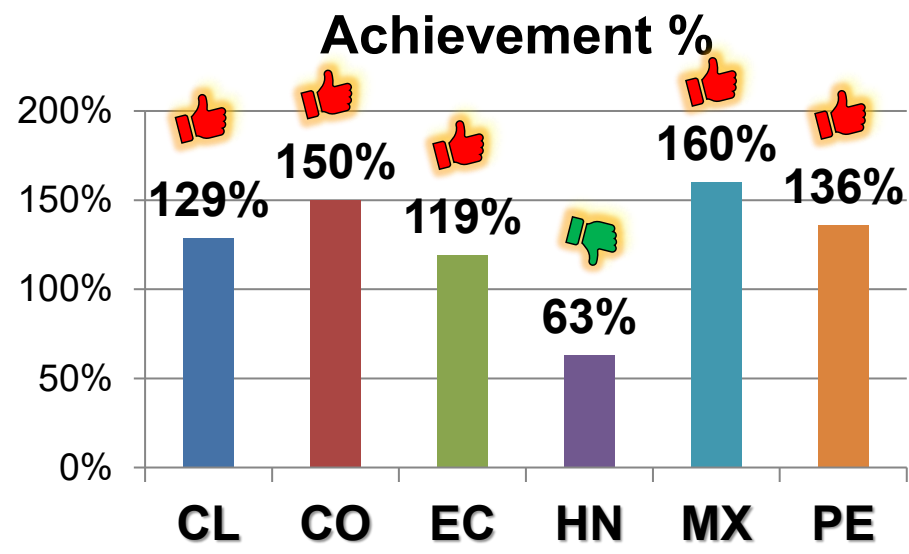
Total A/Cs in 2025: 127

2025 Performance Review - Seasonal Cargo



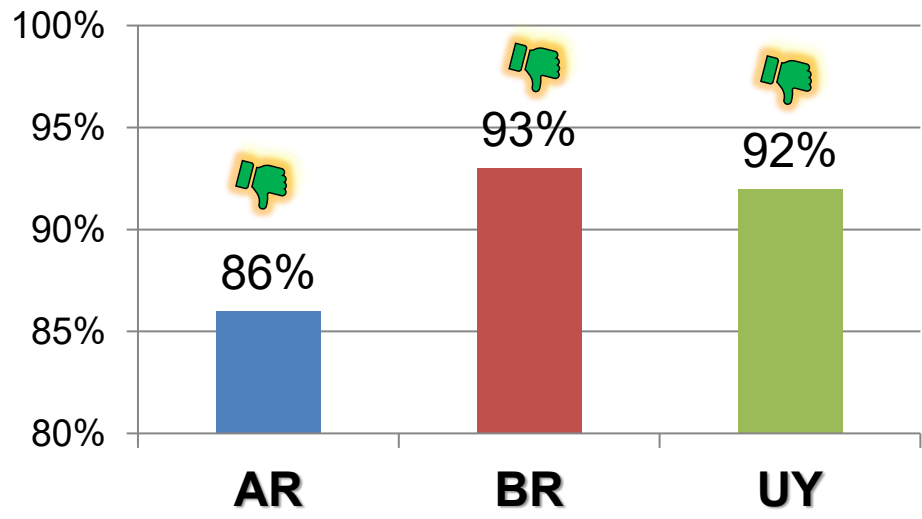
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
												
					223*4RH (YOY + 39%)							
					62*4RH (YOY - 50%)							
								236*4RH (YOY - 39%)				
												
					941*4RH (YOY + 58%)							
								81*4RH (YOY - 58%)				
			469*4RH (YOY - 50%)									
								1,095*4RH (YOY + 30%)				

2025 Performance Review – WCSA by Offices

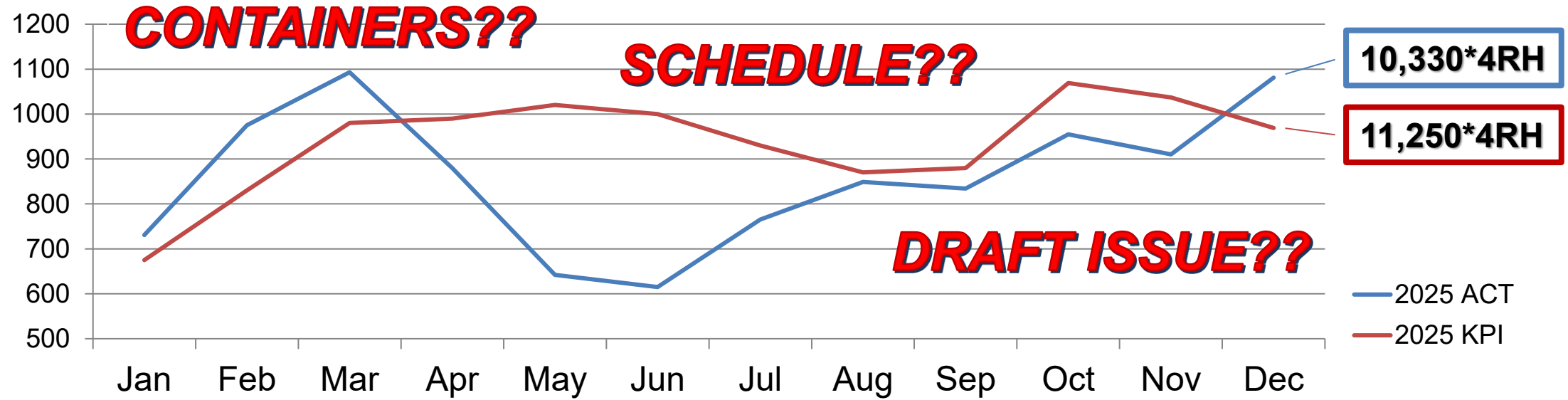
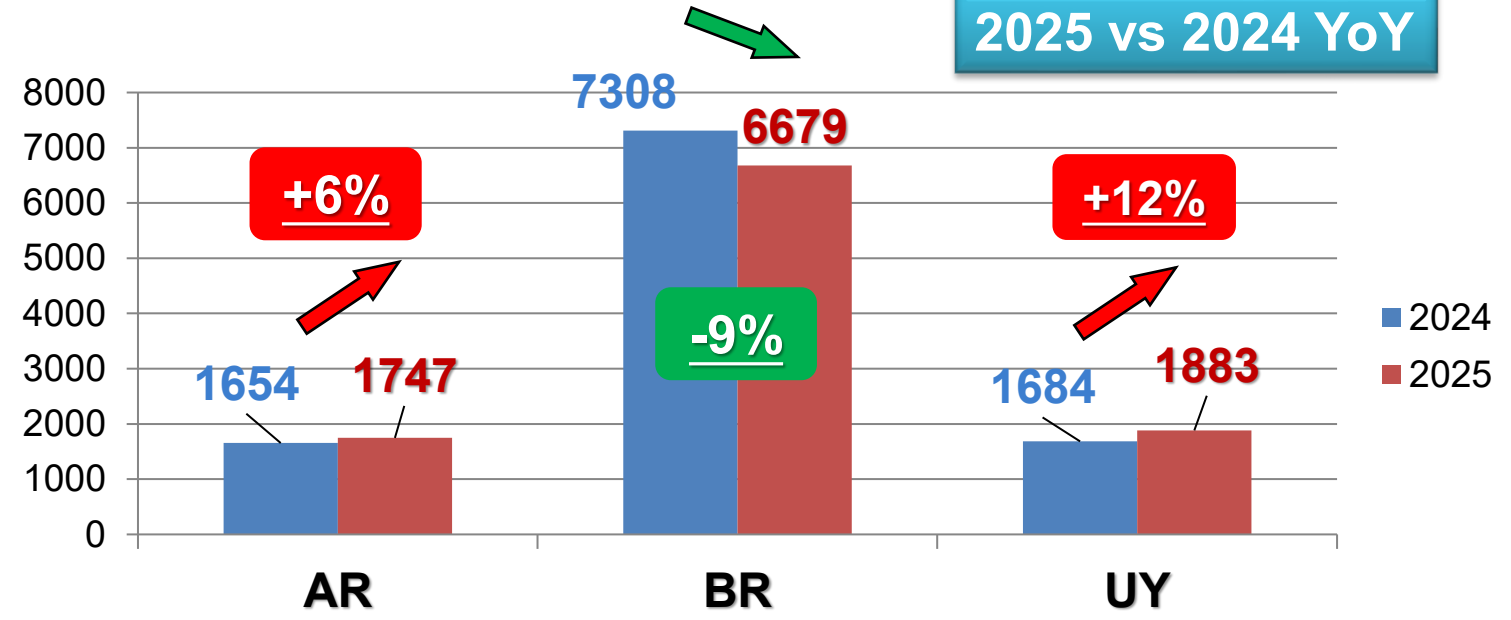


2025 Performance Review – ECSCA by Offices



Achievement %

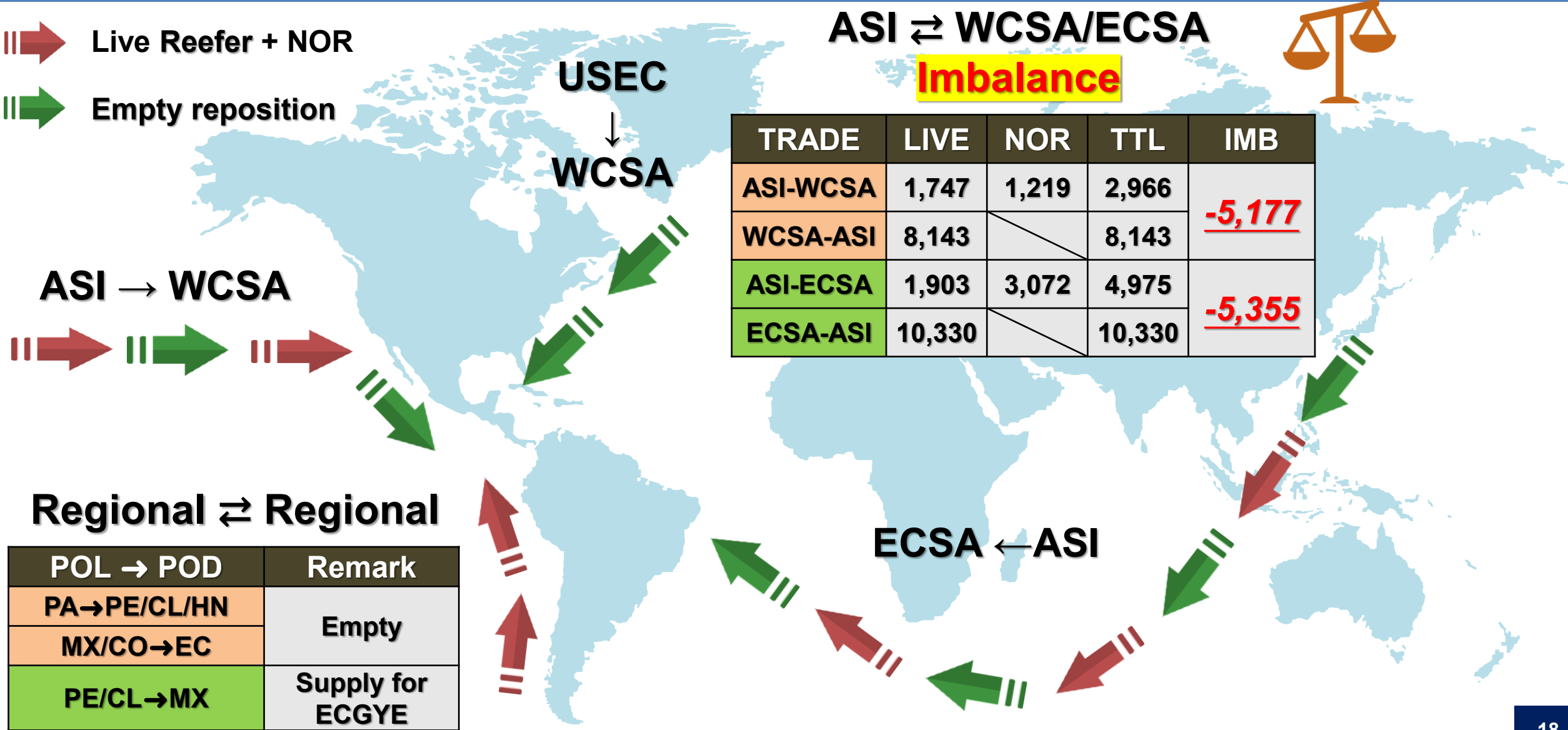


2025 vs 2024 YoY



2025 Performance Review - Container Flow

 Live Reefer + NOR
 Empty reposition



ASI ⇌ WCSA/ECDSA Imbalance



TRADE	LIVE	NOR	TTL	IMB
ASI-WCSA	1,747	1,219	2,966	<u>-5,177</u>
WCSA-ASI	8,143		8,143	
ASI-ECDSA	1,903	3,072	4,975	<u>-5,355</u>
ECDSA-ASI	10,330		10,330	

POL → POD	Remark
PA→PE/CL/HN	Empty
MX/CO→EC	
PE/CL→MX	Supply for ECGYE



Target: Cargo Balance!!

ASI ⇌ WCSA/ECSA

Special cargo
(strong leg)

Special cargo
(weak leg)

2025 JAN-DEC		
TRADE	SPCL	IMB
ASI-WCSA	561	(561)
WCSA-ASI	0	
ASI-ECSA	499	(499)
ECSA-ASI	0	

RSD-RS2 Special cargo team



Will Hung

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- ASI/USA+EUR+MED, MED/ASI



Lawrance Chen

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- FE/FE, ASI/SAME, SAME/ASI



Ralph Huang

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- ASI/APG+ISC+FRS+AFR+AU, EUR/ASI

2025 Performance Review - Unclaimed cargo

◆ **Process UNCLAIMED below 60 days timely !**

<u>DURATION</u>	<u>61-179 days</u>			<u>>180 days</u>			<u>Unclaimed (<=60 days)</u>			<u>Un-return (<=60 days)</u>		
<u>POD</u>	2025	2024	Diff	2025	2024	Diff	2025	2024	Diff	2025	2024	Diff
CL				2	3	-1	32	25	+7			
PE					1	-1	6	4	+2			
EC		1	-1	1	1	0	5	6	-1			
CO							7	2	+5			
BR	33	3	+30	1	2	-1	243	206	+37			
AR	2		+2				88	69	+19			
UY	1	1	0				113	73	+30			
TTL	36	5	+31	4	7	-3	494	385	+109			



03

2026

KPI/Strategies






2026 KPI/Strategies - WCSA Monthly KPI

TRADE	POL	Y	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TTL	
WCSA-ASI	👍 CL	2026 ACT	211	252											463	
		2026 KPI	150	160	240	200	210	250	200	250	180	180	400	650	3,070	
		%	141%	158%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	15%	
	👍 CO	2026 ACT	8	7											15	
		2026 KPI	5	5	5	5	5	5	5	5	5	5	5	5	60	
		%	160%	140%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	25%	
	👎 EC	2026 ACT	284	183											467	
		2026 KPI	341	280						200	200	200	250	250	280	3,241
		%	83%	65%						0%	0%	0%	0%	0%	0%	14%
	HN	2026 ACT	5	0											5	
		2026 KPI	5	0	5	5	5	5	5	5	5	5	5	5	60	
		%	100%	-	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	25%
	MX	2026 ACT	0	0											0	
		2026 KPI	1	1	1	1	1	1	1	1	1	1	1	1	12	
		%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
	👍 PE	2026 ACT	410	151											561	
		2026 KPI	385	150	85	110	110	200	145	105	120	350	410	395	2,565	
		%	106%	101%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	22%	
SUB TTL	2026 ACT	918	603	0	0	0	0	0	0	0	0	0	0	1,521		
	2026 KPI	887	601	656	641	681	711	556	566	511	791	1,071	1,336	9,008		
	%	103%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	17%		

**SCHEDULE??
CONTAINERS??**

14.5% growth compared to 2025 lifting

2026 KPI/Strategies - ECOSA Monthly KPI

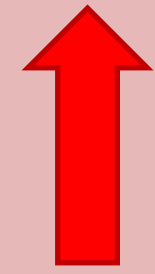
TRADE	POL	Y	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TTL	
ECOSA-ASI	 AR	2026 ACT	107	235											342	
		2026 KPI	80	120	160	220	238	240	240	180	160	160	140	120	2,058	
		%	134%	196%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	17%
	 BR	2026 ACT	591	614												1,205
		2026 KPI	580	620	650	700	700	700	700	700	700	700	650	620	602	7,922
		%	102%	99%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	15%
	 UY	2026 ACT	93	171												264
		2026 KPI	160	175						160	195	190	190	190	180	2,370
		%	58%	98%						0%	0%	0%	0%	0%	0%	11%
	SUB TTL	2026 ACT	791	1,021						0	0	0	0	0	0	1,812
		2026 KPI	821	916	1,030	1,101	1,076	1,052	1,000	953	905	12,376				
		%	96%	111%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	15%

**SCHEDULE??
CONTAINERS??
Draft issue??**



20% growth compared to 2025 lifting

Match Load

- 1. Promote *Live Reefer + NOR*
- 2. POL in Demand



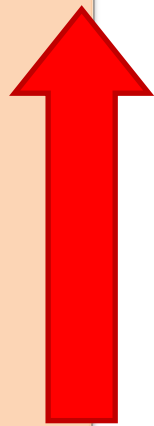
Management

- 1. M&R, PTI
- 2. 1+8 prospect
- 3. Empty Repo
- 4. Container Utilization 
- 5. Unclaimed cases 



Strategies

- 1. Year-round Cargos(WCSA)
- 2. Seasonal Cargos(ECSA)
- 3. Tender A/Cs
- 4. Enlarging A/C Base
- 5. Diversifying Commodities



2026 KPI/Strategies - ASIA FRUIT LOGISTICA in 2026





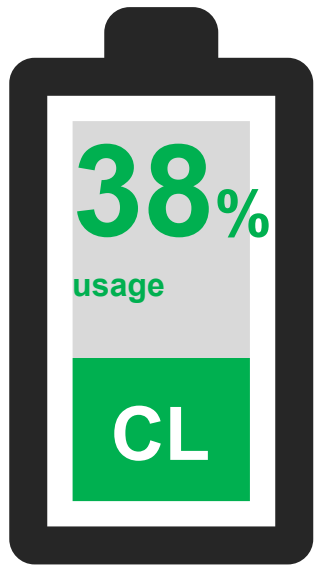
04

Reefer Online Service

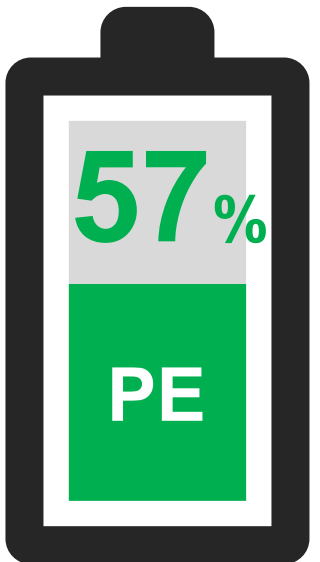


Reefer Online Service – 2025 Smart Reefer KPI

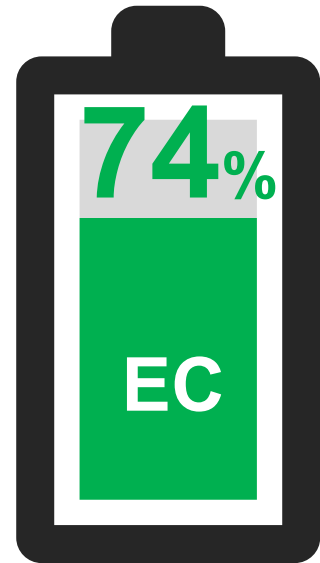
KPI 177%



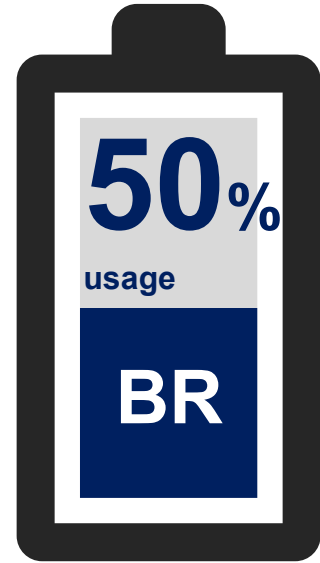
KPI 227%



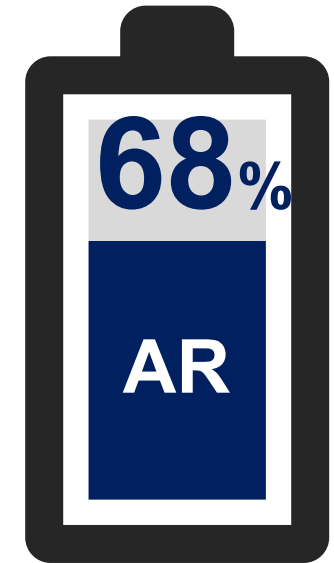
KPI: 214%



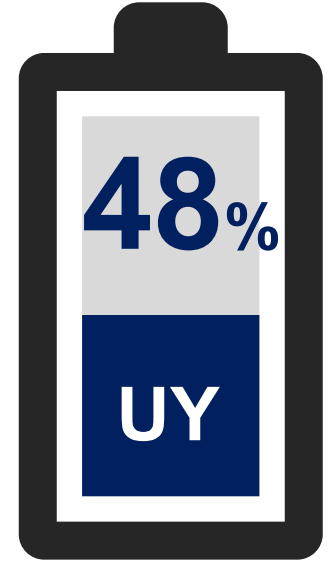
KPI 167%



KPI 136%



KPI 104%



2026 Utilization KPI : H1 **70%up** ; H2 **80%up**

Reefer Online Service – GSM Network



On Sea-

Data stored in IoT devices and uploaded historical data once GSM network available on Partners' vessel or feeders

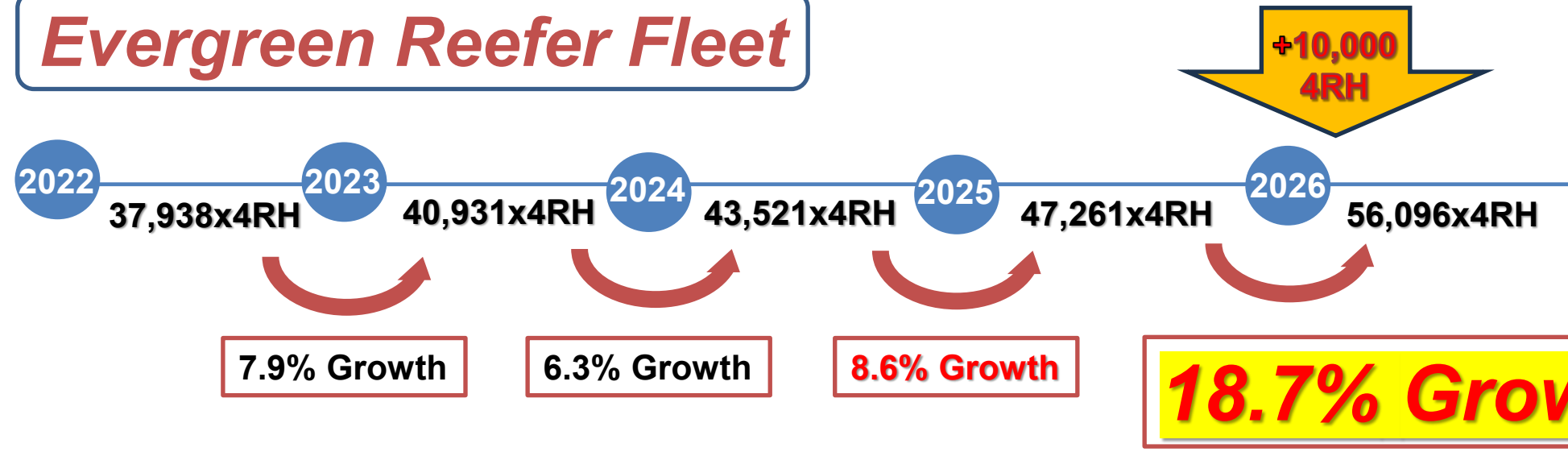
★ **Hourly data uploaded on EGL's owned vessels** with GSM network onboard

2026 Vessel GSM Network Plan-

★ **220 Evergreen's vessels** will complete GSM network onboard at 2026 Q3 and update data hourly on sea

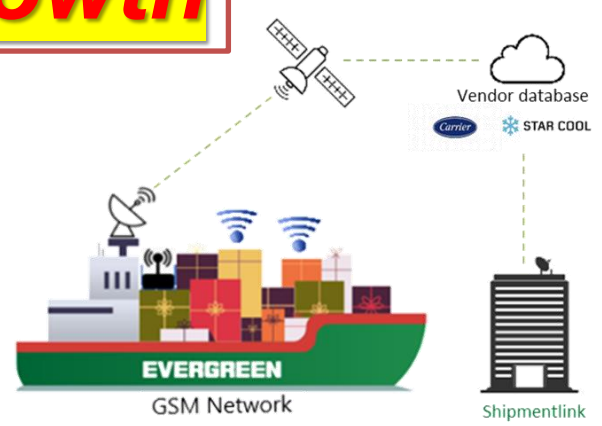
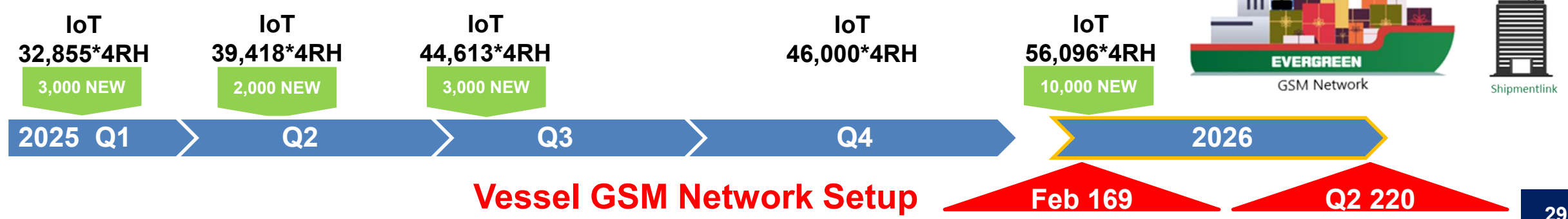
Reefer Online Service - Reefer Fleet & IOT install plan

Evergreen Reefer Fleet



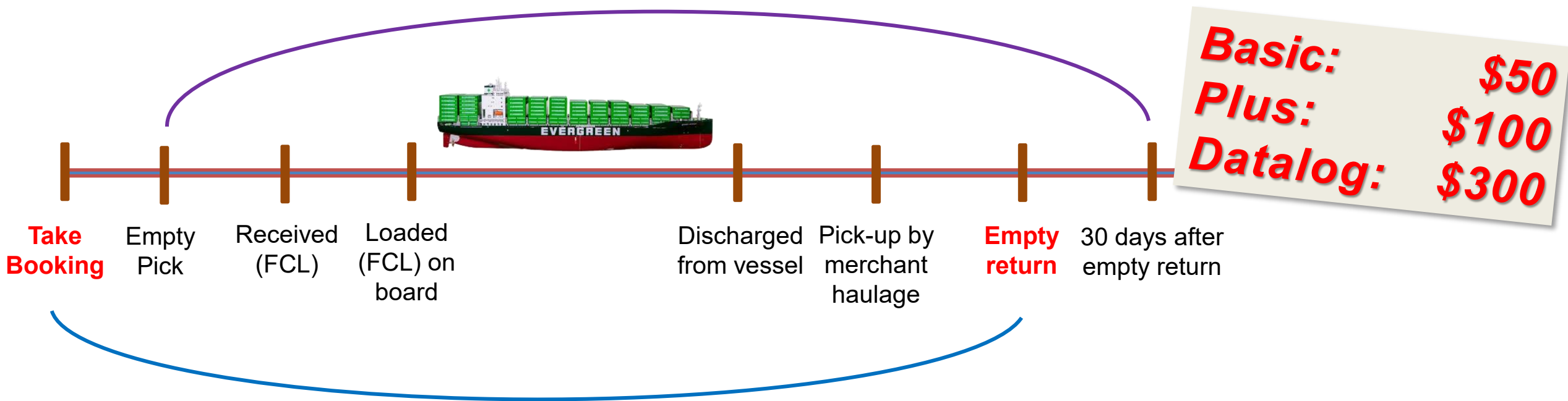
Ages of reefer fleet in average
3 years old

2025/2026 Smart Reefer IOT install plan



Reefer Online Service - Period of Data Retention

Online retention of data (container journey + 30 days)




Availability of purchasing Smart Reefer Packages (from taking booking till empty return)

Reefer Online Service - New Function of GPS Tracking

Container No.	Package	Size/Type	Seal No.	Commodity
EMCU5695021 Smart	BASIC	40		GRAPES, PERUVIAN - REFRIGERATED


Power status: On
Date updated: FEB-25-2026 08:51 GMT

On **Google** map &  **Amap**

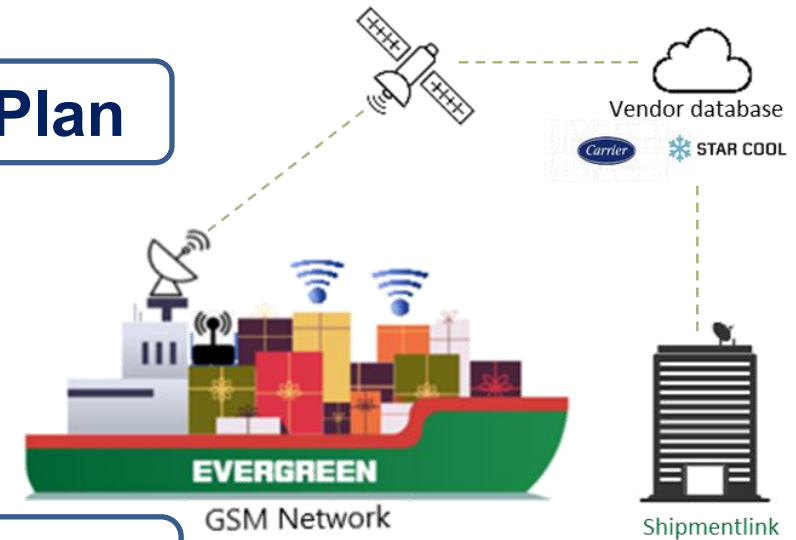
Temperature	Humidity	Cold Treatment	Atmosphere
Ka 200%			

GPS Track





Container No: EMCU5695021
 -0.5 °C Set Temp undefined °C Ambient Temp
 0.125 °C Return Temp -0.4375 °C Supply Temp
 Date: 2026-01-19 04:36 (GMT)



2025-2026 Vessel GSM Network Setup Plan



New Functions under Development

<p><u>API Integration</u></p> 	<p><u>Notification of Temperature Deviation</u></p> 	<p><u>Ventilation/Air Exchange</u></p> 	<p><u>Data Sharing</u></p> 
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Reefer Online Service – Market Outlook



Current Function	Evergreen Reefer Online Service		Maersk Captain Peter			Hapag-Lloyd LIVE		MSC iReefer		
	Basic \$50	Plus \$100	Basic \$0	Premium \$50	Integrated \$75	Basic \$50	Plus \$75	Essential Free	Pro ?	Ultimate ?
Temperature Set Point	V	V	V	V	V	V	V	V	V	V
Actual Supply Temperature	V	V	V	V	V	V	V	V	V	V
Actual Return Temperature	V	V	V	V	V	V	V	V	V	V
Power Status(On/Off)	V	V	X	V	V	V	V	X	V	V
Cargo Movement	V	V	V	V	V	V	V	V	V	V
Temperature Record	V	V	V	V	V	V	V	V	V	V
GPS Track	V	V	X	V	V	V	V	X	V	V
Humidity	X	V	V	V	V	X	V	X	V	V
Report & Download	X	V	X	V	V	V	V	X	V	V
Gas Level	X	V	V	V	V	X	V	X	V	V
USDA Probe Reading	X	V	V	V	V	X	V	X	V	V
Data Sharing	X	V	X	V	V			V	V	V
24-hour Online Support	X	X	X	V	V	X	X	X	X	X
Auto Notification	X		V	V	V	X		X		
API Integration			X	X	V			X	X	V

¡Muchas gracias!

