

On Board with Hapag-Lloyd CEO Rolf Habben Jansen

Your Questions. Our Insights.

Hamburg, June 10, 2026



We continue to operate in an increasingly unpredictable environment that is reshaping global supply chains

01

The situation in the Middle East remains very strained and fluid – **we have suspended all transits through the Strait of Hormuz.** The safety of our 250 people on ground and 100 seafarers at sea remains our top priority.

02

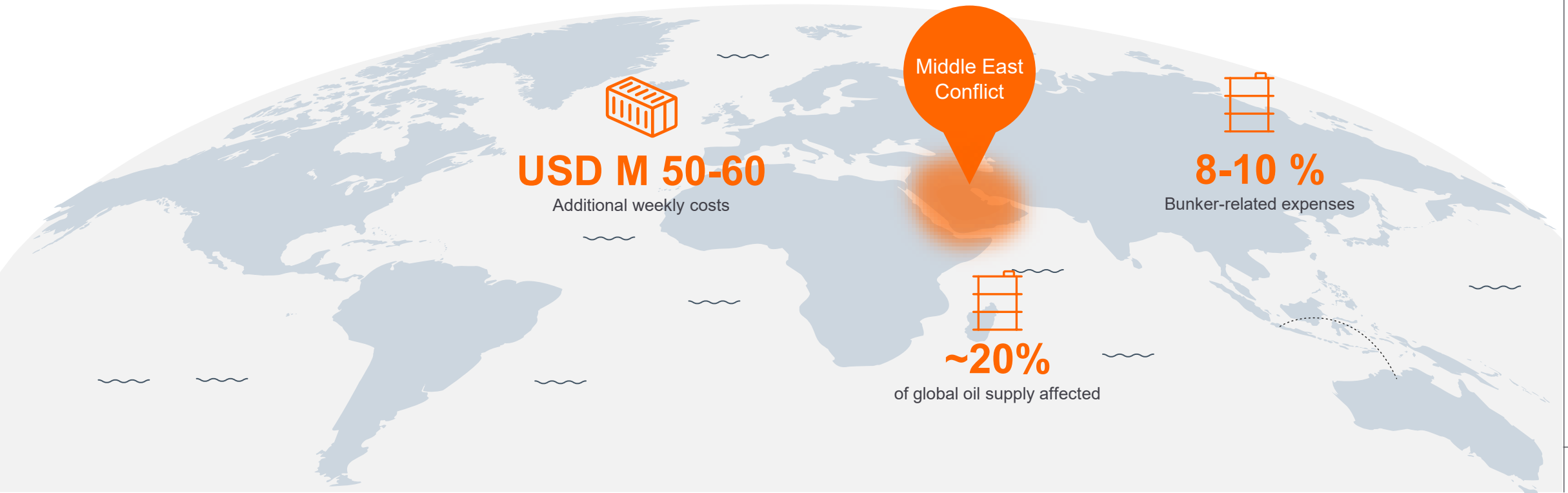
Around **20% of global oil consumption** depend on transits via the Strait of Hormuz as well as **~3% of global trade / container throughput**

03

Significant number of merchant ships are stuck in the Persian Gulf – while we were able to get our “Tema Express” safely out, **4 Hapag-Lloyd container vessels** remain stranded

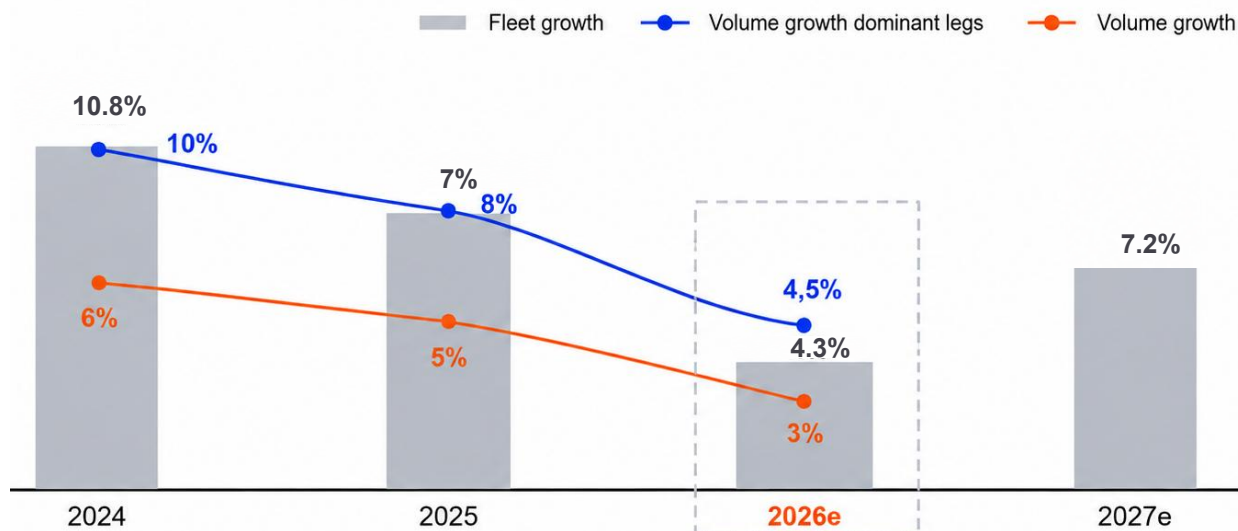
04

Overall, we see a **strong market** with healthy demand. At the same time, **cost pressures** are rising significantly, particularly in areas such as bunker fuel, insurance, container handling, and haulage.

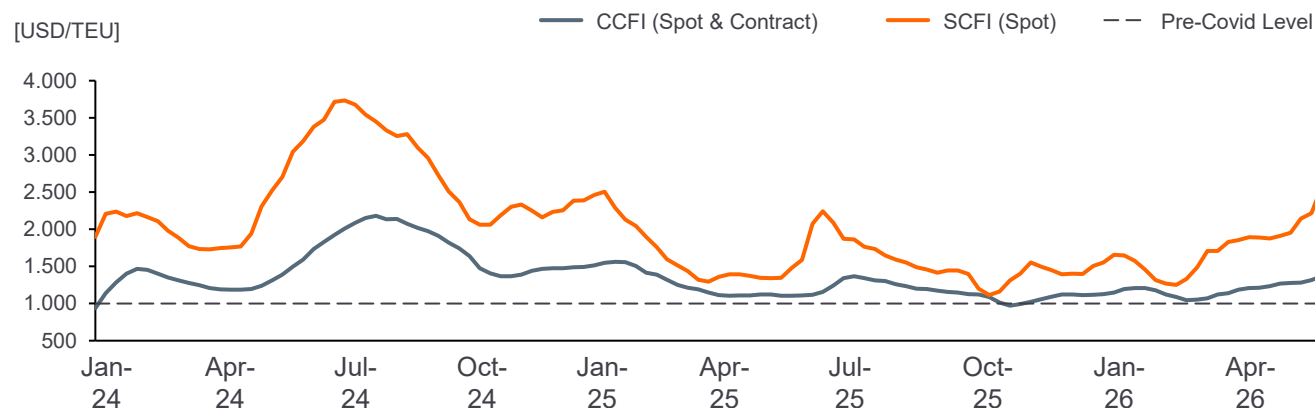


Despite volatility and cost pressure, demand remains resilient while rates have increased following the Strait of Hormuz disruption ...

Supply and Demand Projections



Shanghai Containerized Freight Index



Sources: Alphaliner, Clarksons, SSE, Drewry



FY 2026 demand growth forecast at 2-3% in 2026, while dominant-leg demand growth is expected at ~4.5%



In 2026, **capacity growth** expected to moderate at around 4.3%, broadly matching **dominant-leg demand growth** (~4.5%), supporting a more balanced supply-demand environment



Spot rates went up following the Strait of Hormuz closure, reflecting higher bunker costs



While we see strong demand, the **conflict in the Middle East** is driving higher costs and increased rate volatility



Hapag-Lloyd

In this environment, our focus remains on creating stability and planning certainty for you

Sustaining Progress



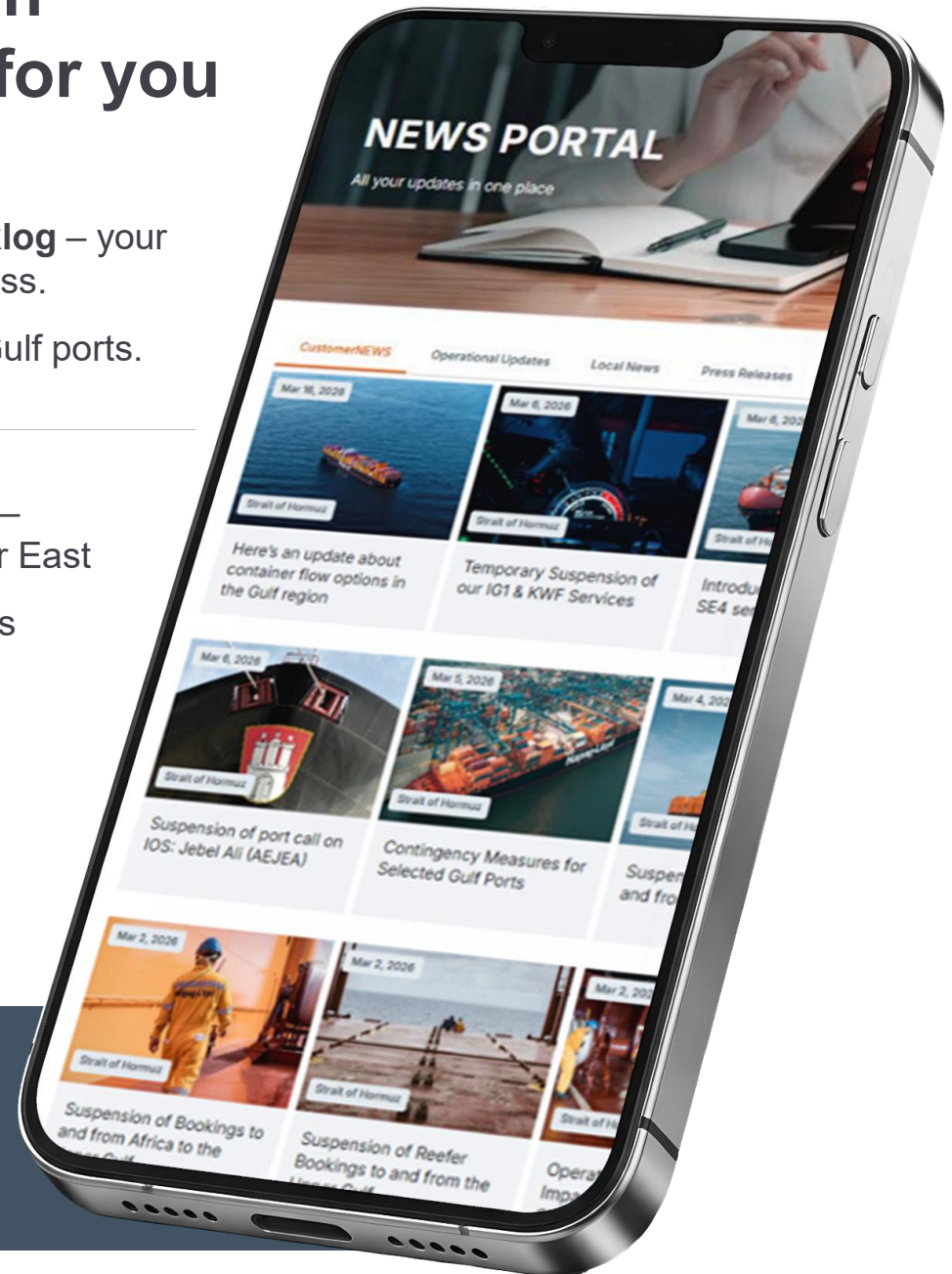
- We have been working closely with you to **reduce the backlog** – your continued collaboration is essential to sustaining this progress.
- We have introduced **contingency measures** for selected Gulf ports.

Service and Network Updates



- We have introduced **the SE4 service** to maintain coverage – connecting the Mediterranean with Saudi Arabia and the Far East
- We have started **rerouting services** to avoid high-risk areas
- Temporary **suspension** or **adjustment** of selected services (e.g., AGX, IOS)
- **Introduction of alternative routings** to and from the Upper Gulf via bonded trucking and third-party feeders

Check our regular updates via our News Portal on the Hapag-Lloyd website



To maintain cargo flows, we have reopened bookings to the Upper Gulf without transiting the Strait of Hormuz ...

While transits through the Strait of Hormuz remain suspended, **bookings to Upper Gulf locations have resumed** via third-party feeder services and inland options.



Port-to-Door: **Landbridge connectivity** via Jeddah to Gulf destinations in Saudi Arabia



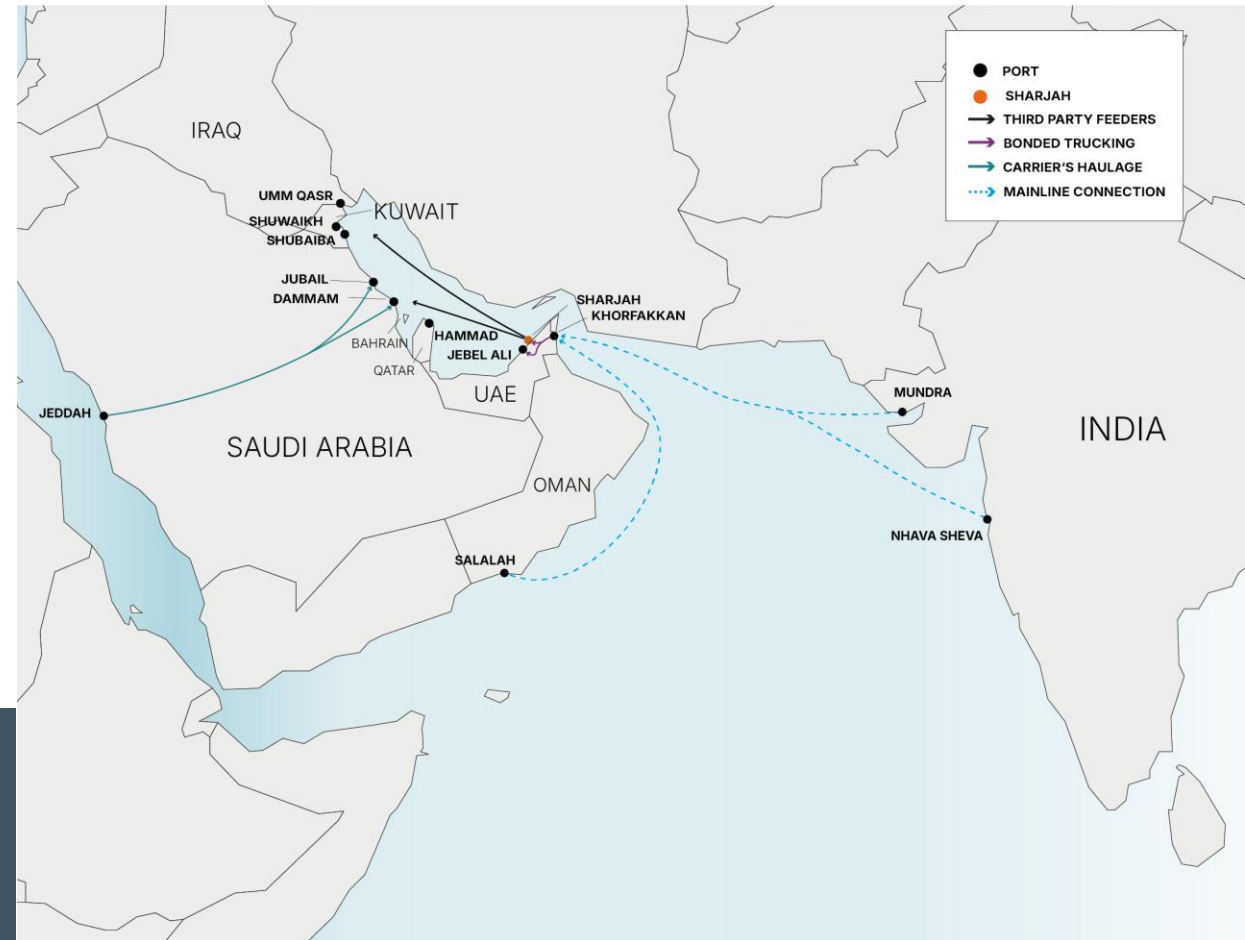
Flexible routing via **Sharjah as a transshipment port** into the Upper Gulf



Support for **dry, reefer, and special cargo** (in-gauge only)



Bonded movements between Sharjah and Khorfakkan are connected to ports in Oman and India.



What this means for you:

01

Continued access to key destinations

02

Reduced disruption through routing flexibility

03

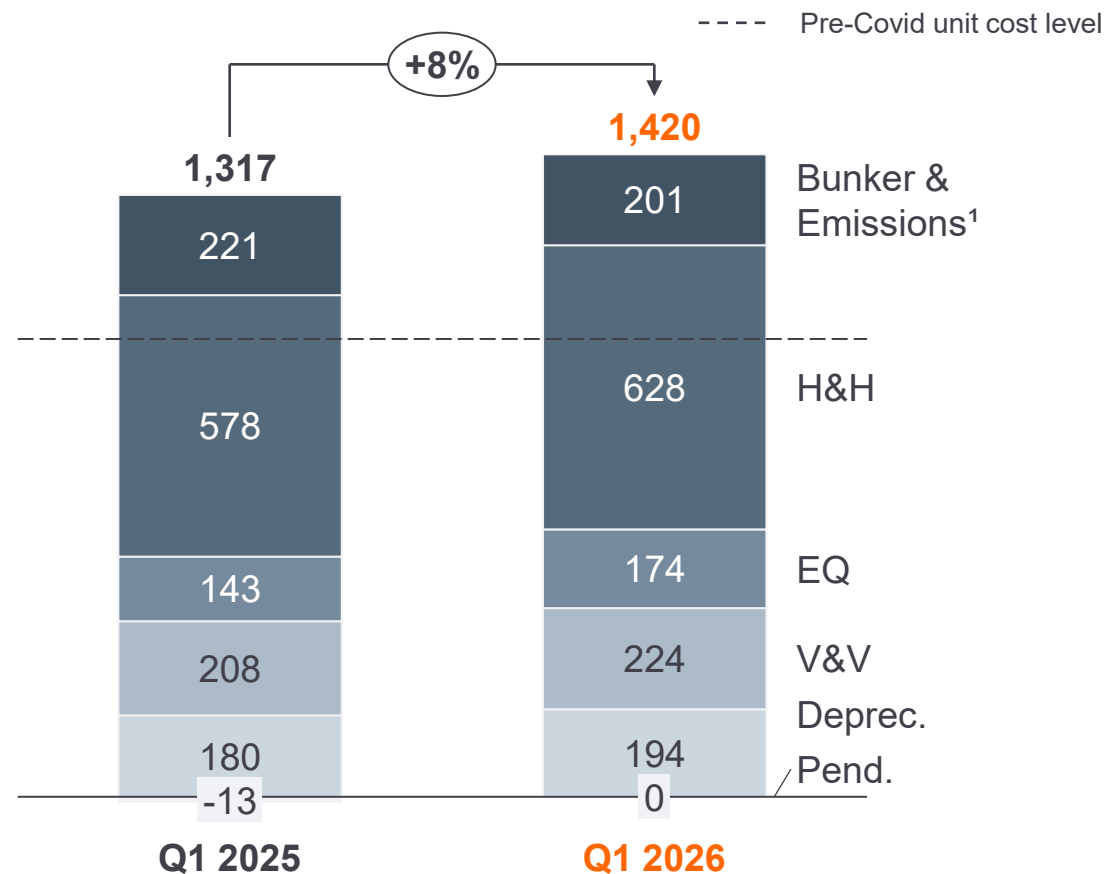
Enabling cargo flow despite network changes



Feeder rotations do not operate on a fixed weekly schedule and remain subject to transit safety conditions in the region

... at the same time, operational disruptions continue to drive higher costs – currently around USD 50–60 million per week

Unit Cost Development [USD/TEU]



01 Handling & Haulage and Equipment costs increased, reflecting higher terminal storage costs amid weather-related port congestions, as well as Middle East-related disruptions.

02 In addition, higher energy surcharges imposed by vendors globally led to increased hinterland transportation costs.

03 Lower volumes resulted in weaker fixed-cost absorption, particularly affecting **Vessel & Voyage** and **Depreciation**.

04 A significant increase in **bunker** costs is expected in Q2.

05 Elevated bunker prices may drive carriers to slow vessel speeds should market conditions weaken, reducing fuel consumption and effective market supply

In today's volatile markets, our Gemini Cooperation supports your business with an efficient and resilient network ...

Our network principles ...

Efficient mainline rotations

Controlled hub terminals

Broad shuttle network

Synchronized connections

... bring strong advantages

Short round voyages, more resilience and less sources of disruption

Consistent high-quality operations, short port stays, avoiding congestion

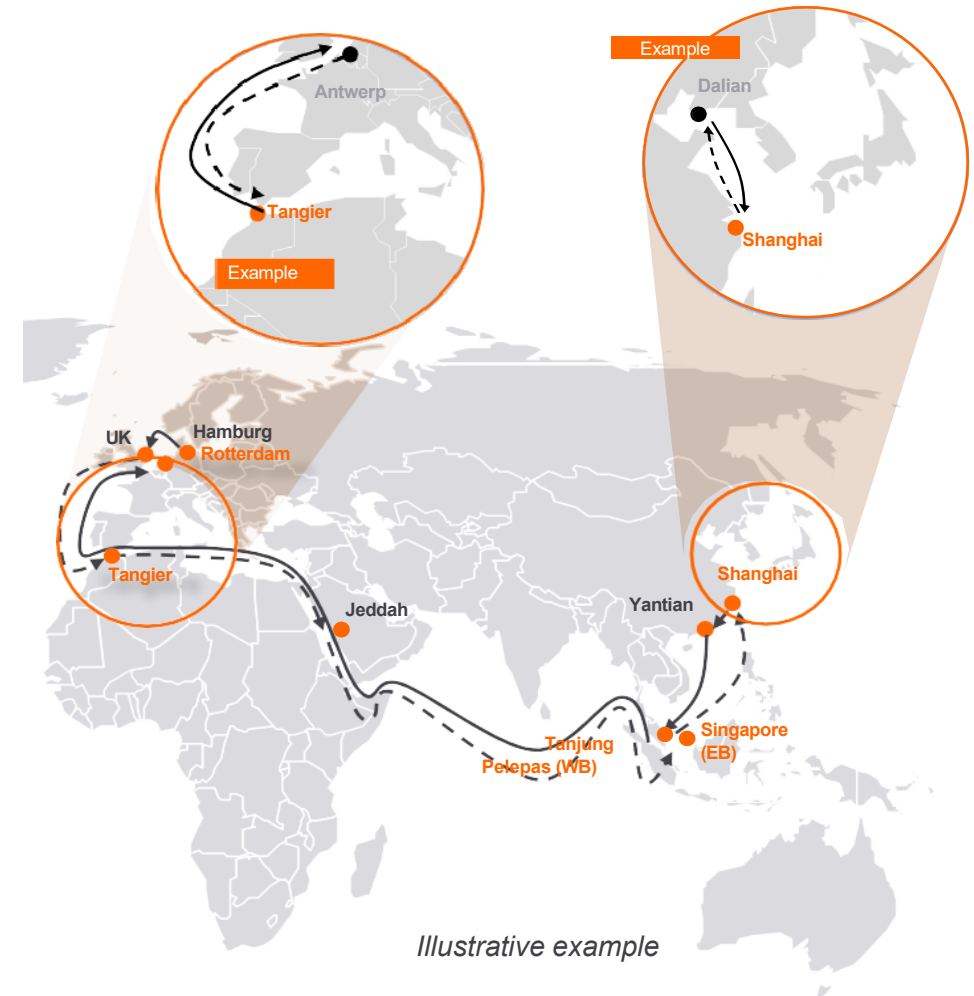


Wide coverage, high flexibility to adapt to customer demands quickly

Clockwork network, reduced dwell times

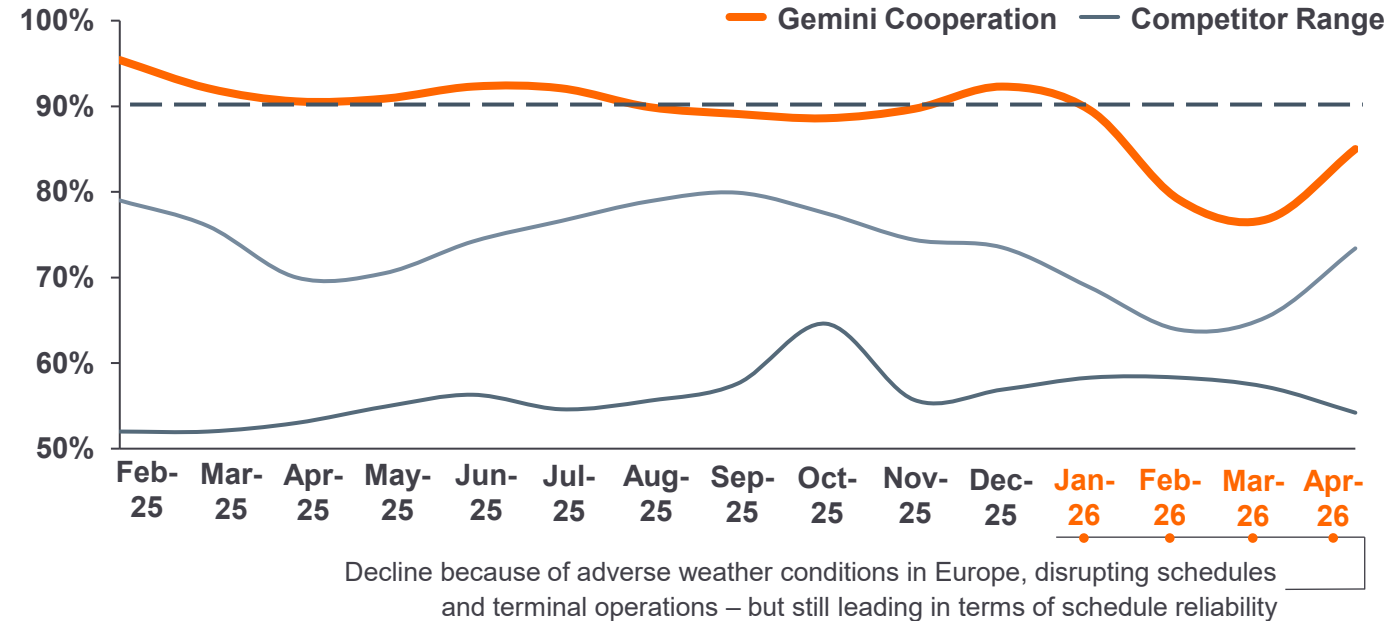
These Principles
will also allow us to better adapt to a volatile environment and external shocks, e.g., changing flows, congestion

● Port (via Mainliner) ● Port (via Shuttle) → Head-haul --- Back-haul

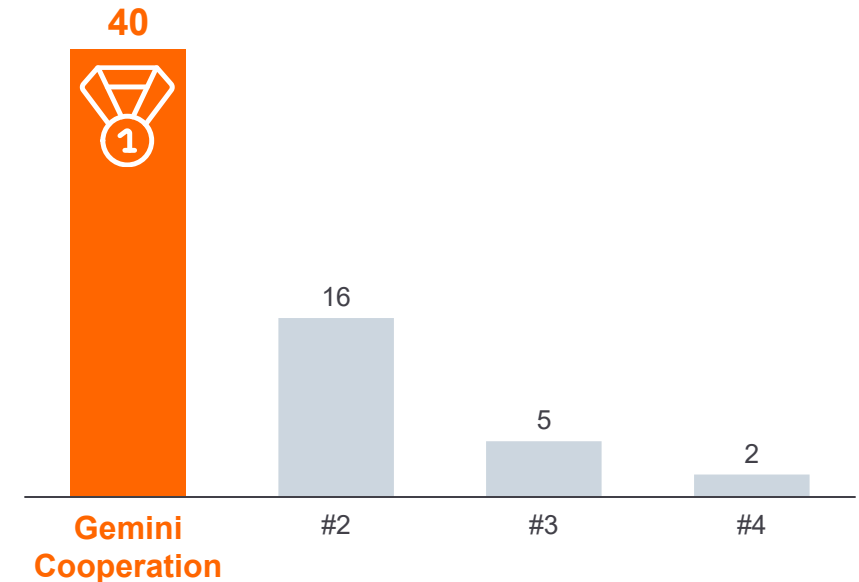


... and its industry-leading schedule reliability helps create steadier and more predictable supply chains

SeaIntel Schedule Reliability



Customer Satisfaction NPS¹⁾ score by Alliance



01

Lower Volatility

Fewer disruptions and schedule surprises. Avoid emergency transports and expedited freight.

02

Lower Buffer Inventory

Greater confidence to reduce safety stock and inventory buffers.

03

Working Capital

Freed-up cash can be deployed where it creates more value.

04

Customer Outcomes

Better availability, higher service levels and improved end-consumer satisfaction.



Freight-rate optimization alone can miss the bigger cost exposure.

Focus on reliability can support more predictable financial and operational outcomes.

Even amid uncertainty, we continue to invest for the long term – our intended merger with ZIM has been approved by its shareholders

DEAL RATIONALE

- 01** Securing our Global Top 5 position
- 02** Access to efficient & modern fleet, highly skilled workforce and broad customer base
- 03** Realization of USD 300-500m annual synergies



On 30 April 2026, ZIM's Extraordinary General Meeting approved the transaction with 97% of votes cast.



We are combining strengths across both networks – our proposed merger with ZIM will benefit you directly

What it means For you today



Business as Usual

Both companies remain competitors until closing of this transaction¹ – operational collaboration is limited to **existing vessel sharing** and **slot charter agreements** only. There will be no impact on the **2026/27 contract season**.

How you can Benefit in Future



Enhanced Network

Strong presence across key trades lanes incl. Transpacific, Intra Asia, Atlantic, Latin America and East Mediterranean, leveraging **both companies' strongholds**.



Combined Scale

The merger would solidify Hapag-Lloyd's global top 5 position with more than **400 vessels**, over **3 million TEU of capacity** and an annual transported volume exceeding **18 million TEU** in 2027.



Quality and Continuity You Can Trust



You can continue to rely on the same high **service standards**, operational **reliability**, and day-to-day **consistency**.



Hapag-Lloyd remains committed to the **Gemini Cooperation**, continuing its successful partnership with Maersk.

To navigate today's complexity, our global assets are essential - with our terminal division, HGT, we invest in strategic locations globally

Recent developments

01

Extension of terminal concessions for **Florida, USA** and **Haldia, India**

02

Terminal opening in **Tuticorin, India**

03

Acquisition of a 60% stake in **Le Havre, France**

04

Operational launch of **Damietta DACT** terminal

05

Greenfield investment in terminal project in **Aracruz, Brazil**

25 container terminals globally



Increasing synergies between Liner and Terminals business

- **Hanseatic Global Terminals (HGT)** finalized a **joint venture** with the **Imetame Group** to develop a new container terminal in **Aracruz, Brazil**.
- The project, agreed in December 2025, is expected to begin **operations by mid-2028**.
- The terminal will be a modern deep-water hub with an annual capacity of **~1.2 million TEU**, strengthening HGT's presence in Latin America and **improving access to global trade routes**.

Summary and Outlook



1

Middle East Conflict

While transits through the Strait of Hormuz remain suspended, we have **reopened bookings to the Upper Gulf**. Although market remains strong, **costs have increased significantly**.

2

Keeping your business steady and predictable

In the current environment, reliability matters more than ever. Our **Gemini Cooperation** ranks at the top of customer satisfaction. Our **industry-leading schedule reliability** gives you stability, planning certainty and cost-saving opportunities.

3

Invested for the long term

We strengthen our network and capabilities through strategic initiatives – our intended **ZIM acquisition** has been approved by ZIM's shareholders. At the same time, we continue to strengthen our global terminal footprint through **Hanseatic Global Terminals**.

4

Thank you for your feedback

Thank you for your feedback in our latest **Customer Experience Survey (CES)**. We're proud of our **strongest results yet** – and we are committed to maintaining this high level of quality for you.

Thank you for your attention

Feel free to send in your
questions using the **Q&A function**.

Help us improve and take
a 2-minute survey here

