Container Steering
How to manage a fleet of 2.3 Mio TEU?

Hamburg, November 21st 2017
The effective transport of empty containers is not a side task but a critical success factor to support customer bookings.

...because we move significant amounts of empty containers each year.

Year 2016 Transports [in Mio. TEU]

- Full Transports: 10.7
- Empty Transports: 2.5

Intercontinental Container Supply
Our successful logistical steering is supporting the reduction of empty container repositionings in imbalanced markets

Number of full non-dominant leg containers per 10 full dominant leg containers¹)

<table>
<thead>
<tr>
<th>Dominant leg</th>
<th>Market</th>
<th>Hapag-Lloyd</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trans-Pacific</td>
<td>4.3</td>
<td>5.5</td>
</tr>
<tr>
<td>Trans-Atlantic</td>
<td>6.9</td>
<td>6.2</td>
</tr>
<tr>
<td>Europe-Far East</td>
<td>4.9</td>
<td>5.4</td>
</tr>
</tbody>
</table>

¹) This ratio reflects the imbalance in the market (industry average) vs. Hapag-Lloyd imbalance of transport volumes (the higher the ratio, the more balanced in both directions). Ratio is rounded.

Source: Drewry and internal data; market data adapted to Hapag-Lloyd trade lane definition.

Major success factors:
- Careful network planning for balanced trades
- Dedicated empty repositioning planning
- Active use of market opportunities

Careful network planning for balanced trades
Dedicated empty repositioning planning
Active use of market opportunities
An import success factor is the forecast quality of the inventory development

Where one needs a weather forecast...

…the other needs the container forecast.

A more accurate demand forecast equals better container supply
To plan the optimal distribution of the empty containers we developed a state-of-the-art container logistics IT system.

Volume Forecast

Transport Cost

Base data

Capacity

For all modes of transport

For ships, trains, trucks etc.

Geo-data, infrastructure and exceptions

For all departures as accurate as possible

Optimizer

Booking proposals

Volume Forecast

Transport Cost

Base data

Capacity

Geo-data, infrastructure and exceptions

For all departures as accurate as possible
Digitalization will drive many changes in logistics
IoT can make visible what happens to a box in real-time to your screen on a global scale.
Thank you!