

Annual General Meeting 2024

Rolf Habben Jansen, CEO

Hamburg, 30 April 2024



Review of the Financial Year 2023



Our long-term contracts and diversified geographic exposure have helped us to achieve the **third best financial result** in our history



We made good progress with the **establishment** of our **Terminal & Infrastructure division**



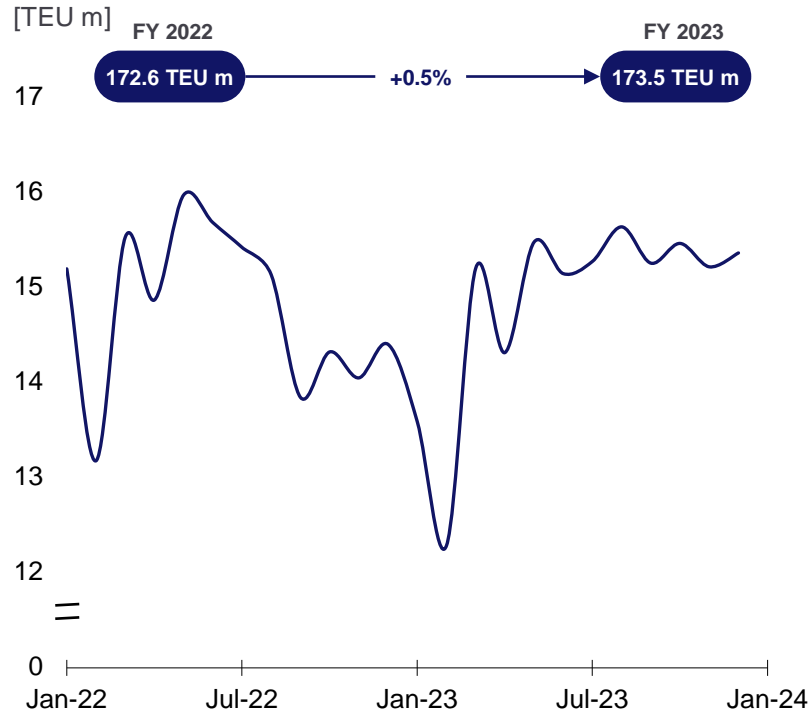
Furthermore, we significantly **boosted customer satisfaction** and gained further momentum on our **sustainability efforts**



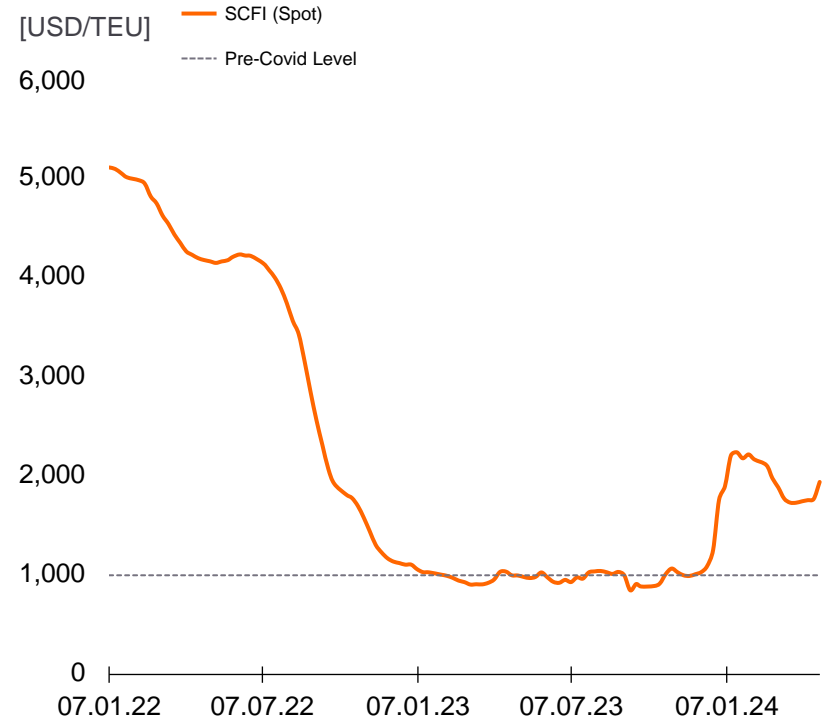
With our new **Strategy 2030** we will build on our previous achievements and adapt to new market realities

After a weak start, container volumes gradually recovered while freight rates were too low on many trades in 2023

GLOBAL CONTAINER VOLUMES



SHANGHAI CONTAINERIZED FREIGHT INDEX



Despite the challenging market conditions, we achieved the third best result in our history

FY 2023 GROUP KEY FIGURES

Transport volume¹

11.9 MTEU

PY: 11.8 MTEU

Freight Rate¹

1,500 USD/TEU

PY: 2,863 USD/TEU

Revenue

EUR 17.9 bn

PY: EUR 34.5 bn

EBITDA

EUR 4.5 bn

PY: EUR 19.4 bn

EBIT

EUR 2.5 bn

PY: EUR 17.5 bn

Group Profit

EUR 3.0 bn

PY: EUR 17.0 bn



The growing Terminal & Infrastructure business contributed for the first time to our result

LINER SHIPPING

EUR m	FY 2023	FY 2022
Revenue	17,762	34,523
EBITDA	4,415	19,331
EBITDA margin	24.9%	56.0%
EBIT	2,513	17,428
EBIT margin	14.1%	50.5%

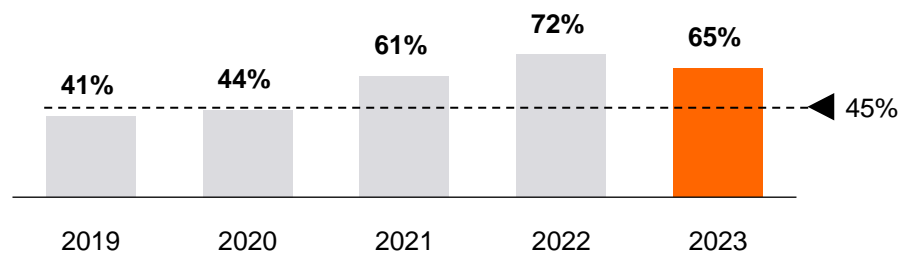
TERMINAL & INFRASTRUCTURE

EUR m	FY 2023	FY 2022
Revenue	187	23
EBITDA	46	98
EBITDA margin	24.6%	n/m
EBIT	19	97
EBIT margin	10.1%	n/m

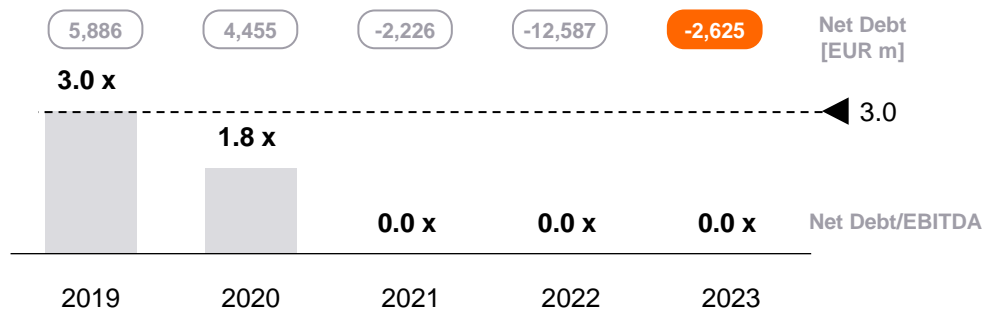
Note: Since the new segment is still in the process of being formed, it does not reflect the results of a full twelve-month period. The following companies have been added in 2023: Spinelli as of 01/23, J M Baxi as of 04/23, SAAM as of 08/23

Our balance sheet ratios remain very strong and well above target

GROUP EQUITY RATIO



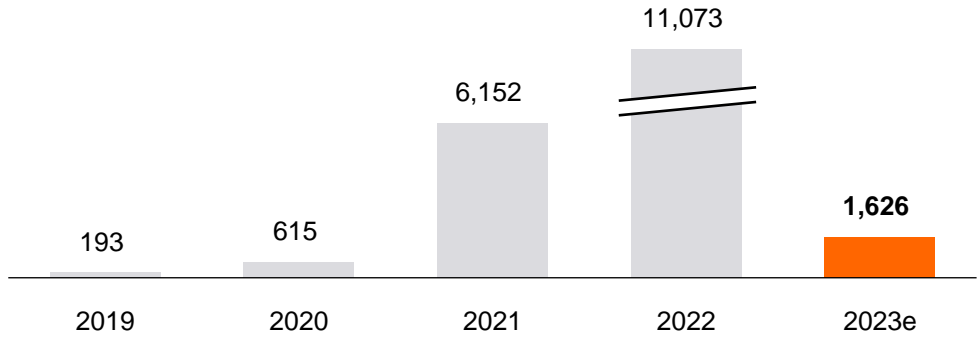
GROUP LEVERAGE



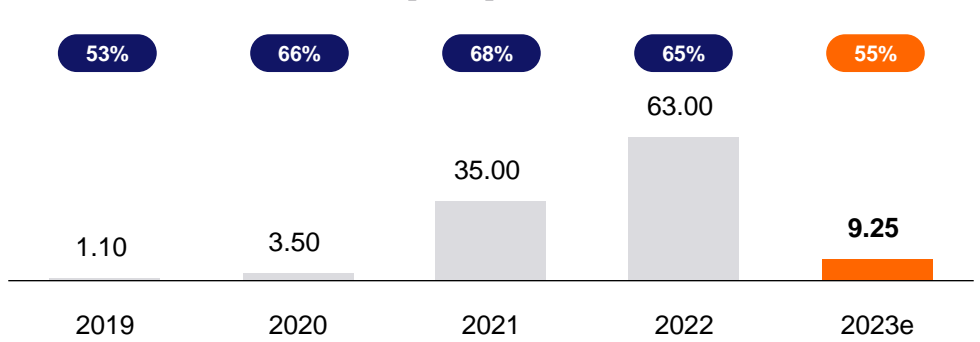


We propose a dividend of EUR 9.25 per share

TOTAL DIVIDEND DISTRIBUTION [EUR m]



DPS AND PAYOUT RATIO¹ [EUR]



¹ Payout ratio in relation to Group profit

We have improved customer satisfaction, grown our fleet and terminal portfolio, and agreed a new global network cooperation in 2023



TERMINALS



FLEET

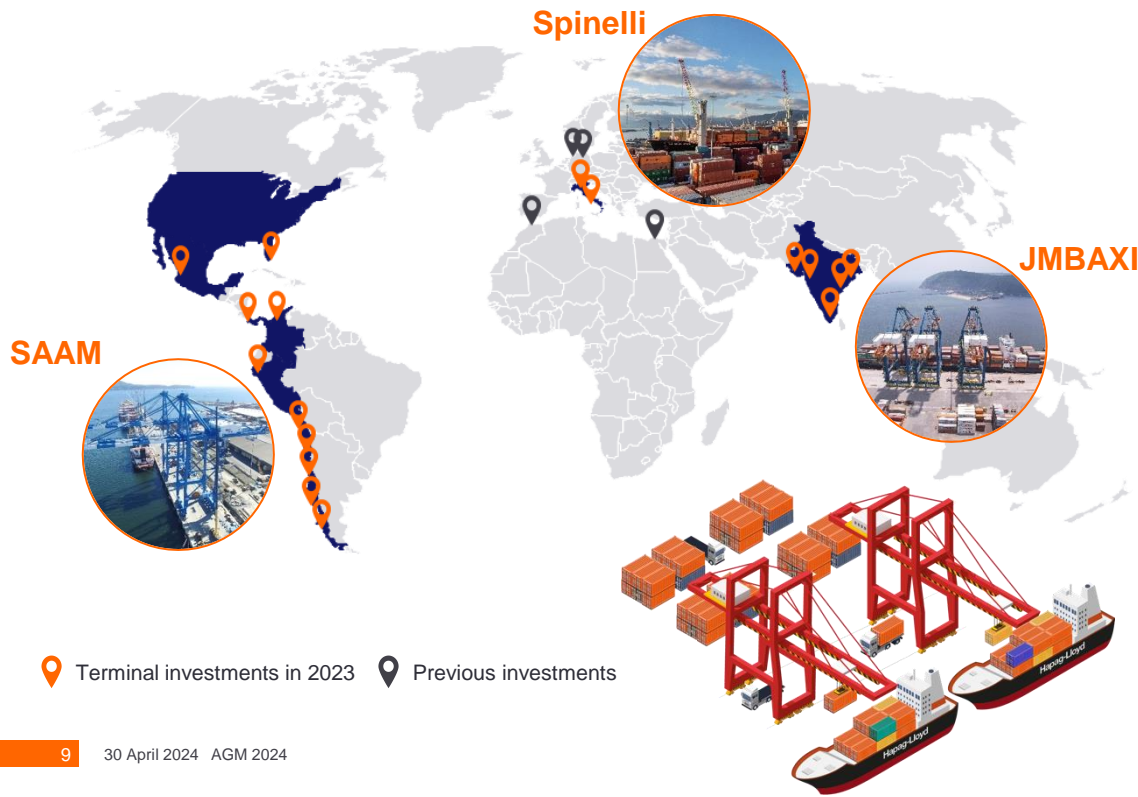


QUALITY

- Completed 3 transactions, thereby **gaining access to 17 terminals** in Europe, India and Latin America
- Establishment of **Terminal Holding** in Rotterdam to capture value and realize synergies
- Reached **2m TEU** in standing vessel **capacity**, thereby securing our global Top 5 position
- Expanded use of **alternative fuels** and **modernized 82 vessels** to **reduce CO₂**
- Successful equipment of **>1 million dry containers** with **real-time tracking devices**
- Improved customer satisfaction** to the highest level ever
- Set up of **Hapag-Lloyd Academy** to invest in our people's skills and capabilities
- New **cooperation** agreed with **Maersk** called **Gemini** to significantly improve operational quality

To operate our terminal and infrastructure investments as a standalone business, a new terminal holding company has been established

HAPAG-LLOYD TERMINAL INVESTMENTS IN 2023



NEW TERMINAL HOLDING



Own legal entity headquartered in **Rotterdam**



Independent business unit with own brand & “Chinese Walls” to liner business

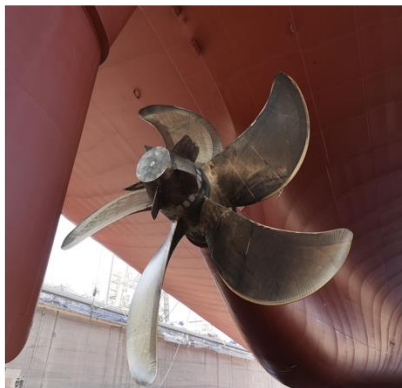


Separate reporting via **own reporting segment**



Other container lines as important **customers**

We made significant progress to renew our fleet and reduce emissions



NEW VESSEL DELIVERIES

In June 2023, we placed the “Berlin Express” into service, the first of **12 new dual fuel powered vessels**. The Hapag-Lloyd fleet grew to more than 260 container vessels with a capacity of 2.0 million TEU.

VESSEL RETROFITS

Under our fleet upgrade program, we have already **retrofitted more than 80 vessels** to reduce emissions and increase capacity.

GREEN FUELS & PRODUCT

With a consumption of > 200,000 t per year we are one of the **largest users of biofuel**. Our commercial product Ship Green allows our customers emission avoidance of up to 100%. **~ 75,000 TEU were moved with Ship Green** in 2023.

Real-time tracking for all standard and reefer containers will improve transparency along the supply chain for us and our customers

REEFER CONTAINERS



Almost entire **reefer fleet** equipped with **Track & Trace** devices



Commercial Product **Hapag-Lloyd LIVE** enables customers **to monitor** perishable and sensitive goods demanding temperature control – **remotely** and in **near real-time**



DRY CONTAINERS



Tracking of dry containers through **permanently installed devices**



More than **1 million boxes** already equipped



Commercial product **“Live Position”** just launched

Service quality and customer satisfaction improved strongly

More than
20 digital
products
available
online



DIGITAL CAPABILITIES

IT HQ in Hamburg

Technology Center in Chennai

Knowledge Center in Gdansk

We have significantly expanded our digital offerings and strengthened our IT capabilities.

PERSONAL GLOBAL PRESENCE

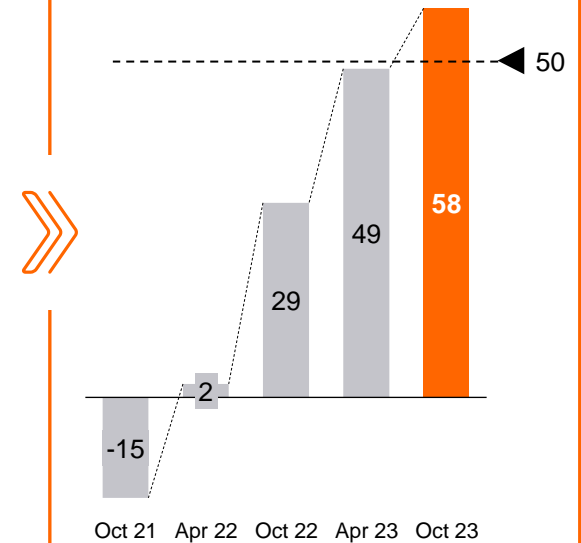
>400 offices in 140 countries

11 Quality Service Centers (QSC)

3 Global Capacity Centers (GCC)

Thanks to our global presence, we are able to provide our customers with specialist knowledge and local expertise.

CUSTOMER SATISFACTION Net Promoter Score (NPS)



Gemini Cooperation will be an important cornerstone for our quality ambitions



Ambition:

- Industry leading schedule reliability of >90%
- Accelerate decarbonization
- Maintain cost competitiveness

Hapag-Lloyd and Maersk agreed on a long-term operational partnership starting February 2025



A strong partnership on **key East-West trades**: Far East/Europe & Mediterranean, Transpacific (excl. India), Atlantic (excl. Canada) and Middle East



An **innovative hub & spoke concept** with an efficient mainliner network, complemented by a dedicated shuttle network and efficient large tonnage



Strong terminal operations in **strategic hubs** that are **mostly owned and controlled** by the Gemini partners, providing world class productivity and **highly efficient transshipment operations**



Sustainability commitments with annually increasing sustainability targets

With our new strategy we strive to make Hapag-Lloyd the “Undisputed Number One for Quality”

STRATEGIC DIRECTION

Pure Play Plus

>30 Terminals		>30% Inland share
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WHERE-TO-PLAY

Top 5 Global Container Line

Growth slightly above market

HOW-TO-WIN

<p>Undisputed Number One for Quality</p> <table border="1"> <tr> <td>>50 NPS</td> <td>>80% OTD¹ on box-level</td> <td>#1 Digital CX² vs. peers</td> </tr> </table>	>50 NPS	>80% OTD ¹ on box-level	#1 Digital CX ² vs. peers	<p>Sustainability Driver</p> <p>~1/3 absolute CO₂ emissions reduction vs 2022</p>	<p>Top Performing Carrier</p> <table border="1"> <tr> <td>Top profitability</td> <td>-20% Unit cost</td> <td>+30% FTE productivity</td> </tr> </table>	Top profitability	-20% Unit cost	+30% FTE productivity
>50 NPS	>80% OTD ¹ on box-level	#1 Digital CX ² vs. peers						
Top profitability	-20% Unit cost	+30% FTE productivity						

We will continue to invest in our terminal business and aim to grow our liner business slightly above market

PURE PLAY PLUS

We target to grow our terminal portfolio by up to 10-15 terminals until 2030



TOP 5 GLOBAL CONTAINER LINE



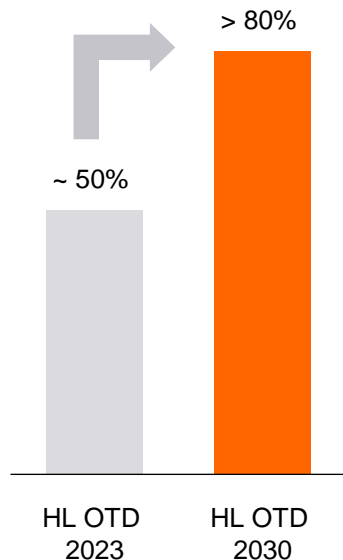
Grow slightly above market by targeting

- attractive growth markets like India or Africa
- higher share of direct customers
- Niches like reefer or dangerous goods

To further improve the customer experience, we will deliver a step change in operational performance and offer value-added services

Undisputed Number One for Quality

Substantial increase in on-time delivery (OTD) at box level planned to improve customer experience



Further **standardise our global operating model**

Simplified Network and consequent selection of **like-minded partners**

More control over involved assets
→ e.g. via Terminal & Infrastructure division

Data driven decision making to anticipate and avoid potential delays

Live Position

Launch of first dry container tracking product

- Full on-demand door-to-door visibility
- Hapag-Lloyd is world's first shipping line to use IoT technology in logistics on a large scale
- Smart container tool closes the "blind spots" of global logistics for the first time



The Gemini network will be much more reliable and interconnected than traditional setups



THE NEW GEMINI NETWORK

- Setup with 2-3 main port calls per region including strategic hubs
- Most hub terminals are owned and / or controlled by Hapag-Lloyd or Maersk to allow for close integration of planning and execution between liners and terminals
- The new network setup will enable shorter round voyage times and better reliability**



We identified 4 levers to reduce our fleet emissions by 1/3 until 2030



Alternative fuels are playing an increasingly important role in our decarbonization strategy

LIQUEFIED BIOMETHANE

In April, our Brussels Express container vessel in the Port of Rotterdam concluded the **largest ever ship-to-ship bunkering of liquefied biomethane**.

GREEN TRANSPORT SOLUTIONS

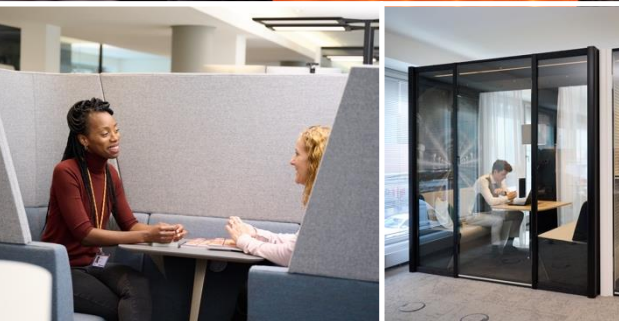
Hapag-Lloyd was selected as the **winner of ZEMBA's inaugural tender** in April 2024.

ZEMBA¹ members (e.g., Amazon, Tchibo, Nike) will collectively **avoid at least 82,000 metric tonnes of CO₂e** over two years starting in 2025 through Hapag-Lloyd's independently certified and exclusively waste-based biomethane service.

METHANOL RETROFITS

Hapag-Lloyd will retrofit **5 vessels to methanol propulsion** together with MAN and Seaspan in 2026. Methanol has the potential to become most important green fuel in mid-term.





As our people will deliver our strategy we will invest in their capabilities



Hapag-Lloyd Academy is a newly founded globally synchronized in-house training facility. Our employees will benefit from an integrated online and offline learning ecosystem which will boost their **personal skills and capabilities**.



To facilitate a **new way of activity-based working**, we are building more modern, more communicative and more sustainable offices. We boost effectiveness in the office and at home through the right tools and technologies.

Further focus topics



Health & well-being



Diversity, equity & inclusion



Building leadership skills

With Strategy 2030 we will continue to pursue a prudent financial policy

LONG-TERM FINANCIAL TARGETS

Profitability

Top performing carrier

We want to earn our cost of capital through the cycle

Net Leverage

≤ 3.0x

Net Debt/EBITDA

We strengthen resilience with adequate leverage

Liquidity

>USD 1.1 bn

liquidity reserve

We will always retain an adequate liquidity

Equity

> 45%

Equity Ratio

We target a solid equity base

Dividend Policy

≥ 30%

of Group EAT

We are committed to shareholder participation

Investments

~USD 20-25 bn

until 2030

We will invest to grow our business and make it more competitive



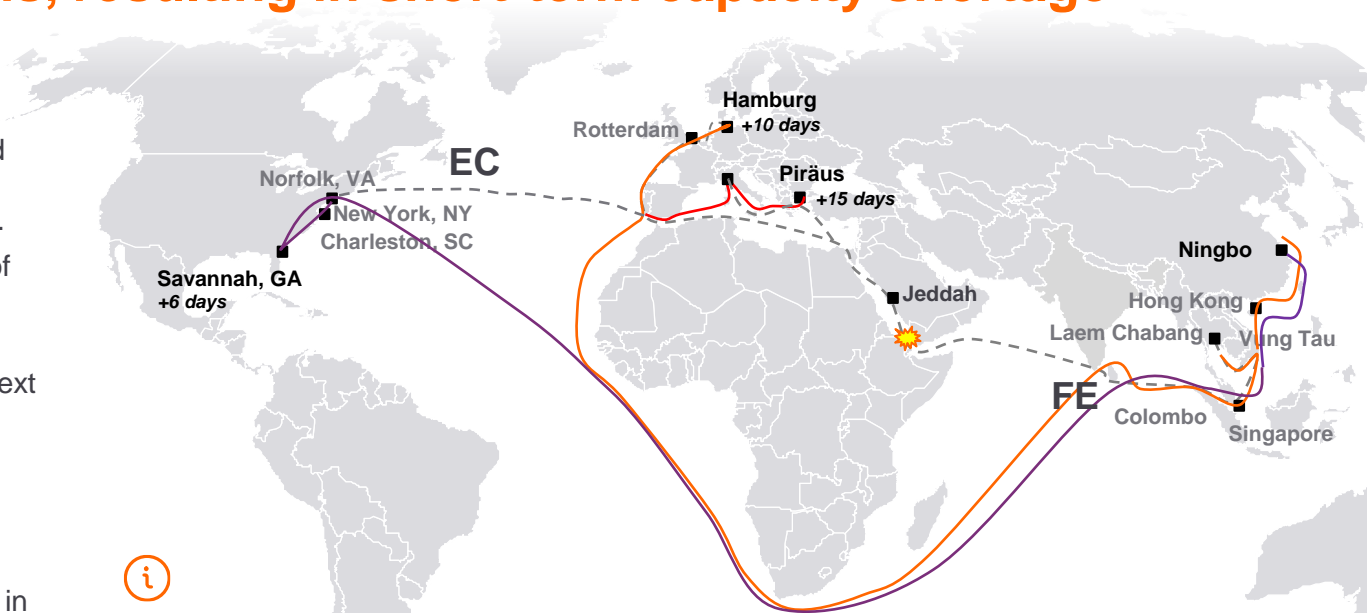
Red Sea security issues and Panama Canal draft restrictions continue to cause disruptions, resulting in short-term capacity shortage

RED SEA

- Due to attacks on vessels, major carriers continue to avoid the Red Sea and instead use the longer route via the Cape of Good Hope.
- Diversions absorb around 5-9% of global container vessel capacity.
- While a quick solution is unlikely, the influx of new tonnage in the next months will ease the capacity shortage.

PANAMA CANAL

- Situation improved slightly due to better than expected water levels in the Gatun lake.
- However, with draft restrictions and daily transit limits in place, the canal's capacity is still well below normal.



OUR MEASURES



Offering
Inland solutions



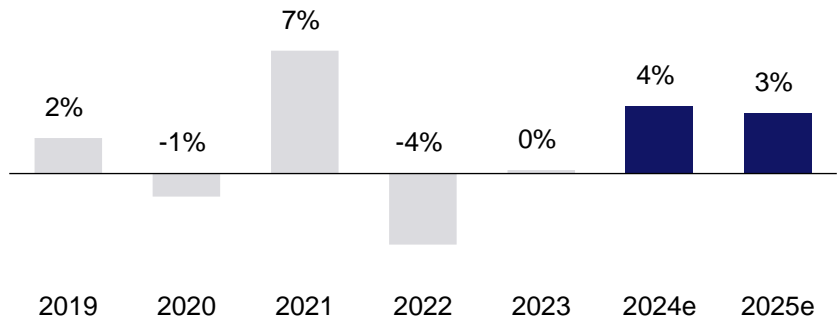
Adding more
capacity



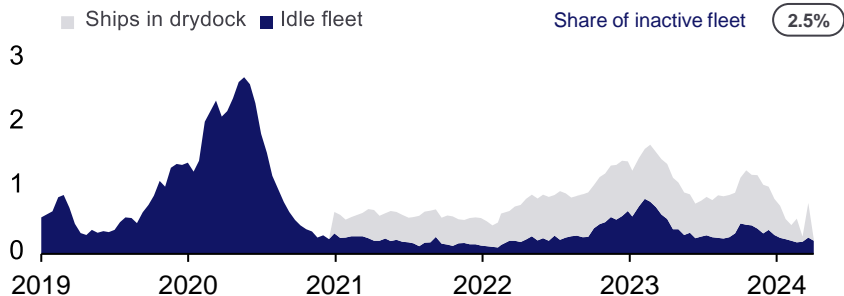
Increasing sailing
speeds

Growing capacity will mostly be absorbed by higher demand, Cape of Good Hope diversions and slower vessel speeds

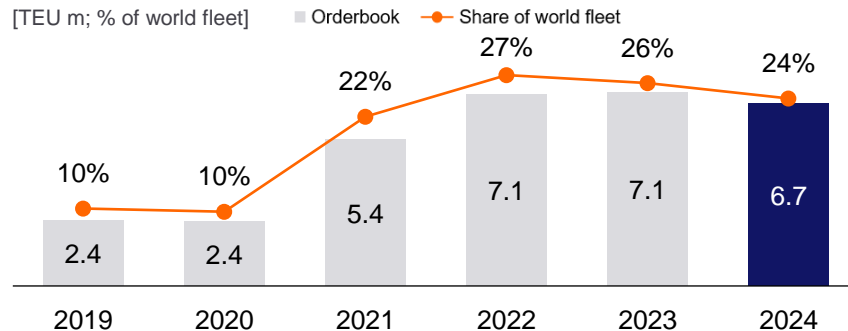
DEMAND GROWTH



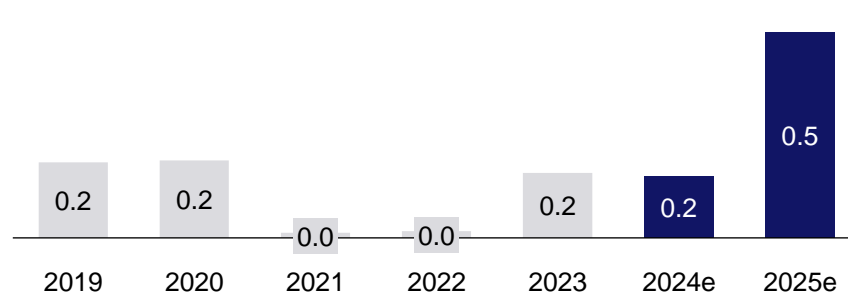
INACTIVE FLEET [in TEU m]








GLOBAL ORDERBOOK

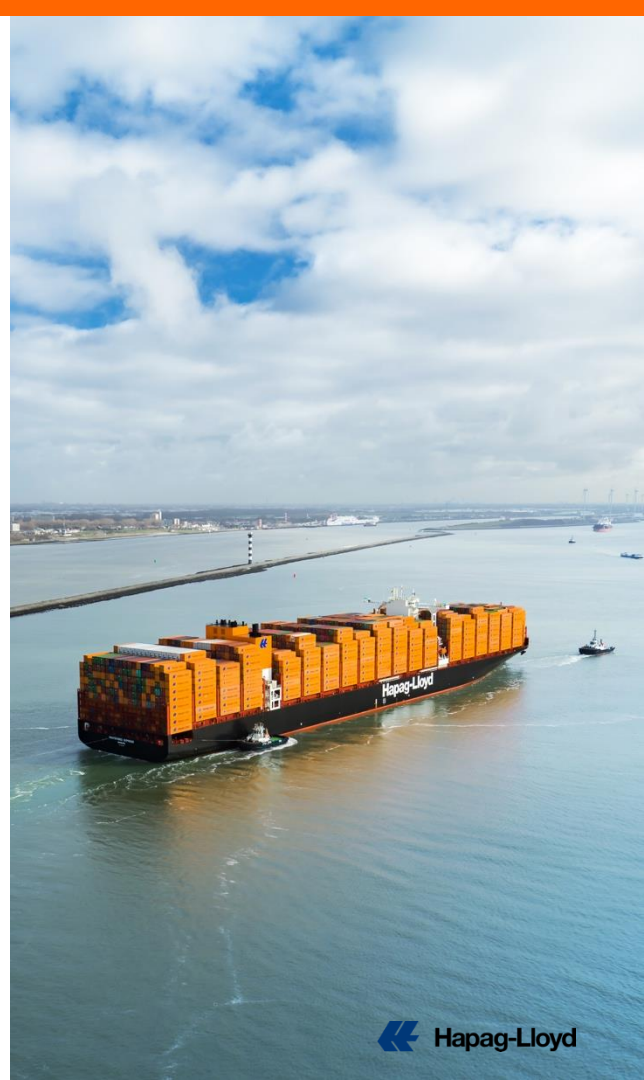


SCRAPPING [in TEU m]



Solid start to the year expected but market environment remains volatile

	FY 2023	FY 2024 Outlook
 Transport volume	11,907 TTEU	Increasing slightly
 Bunker consumption price	614 USD/mt	At previous year's level
 Freight rate	1,500 USD/TEU	Decreasing clearly
 Group EBITDA	EUR 4,461 m	EUR 1.0 to 3.0 bn
 Group EBIT	EUR 2,532 m	EUR -1.0 to 1.0 bn



Priorities for 2024

Grow our **liner** and **terminal business** in accordance with our **Pure Play Plus** model

Continue to **improve service** and **operational quality** to support our growth ambitions

Execute tangible initiatives to **achieve significant emission reductions**

Maintain a **razor-sharp focus on costs**

Prepare for **seamless transition** from THE Alliance to **Gemini**

Take care of our people and invest in their capabilities