Annual General Meeting 2022

Rolf Habben Jansen, CEO

Hamburg, 25 May 2022

Review of the 2021 financial year

High global demand for goods in connection with regional COVID-19 restrictions led to a sustained disruption of global supply chains

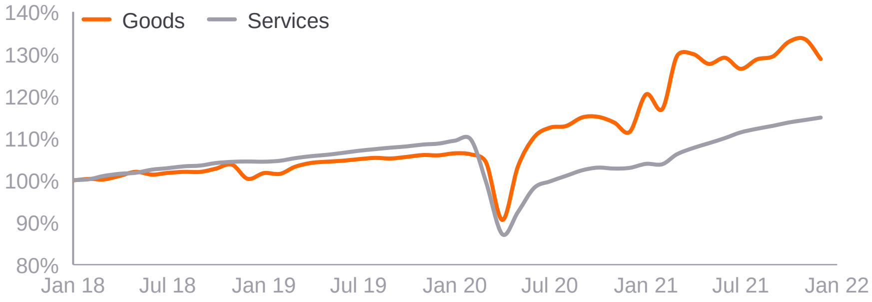
This led to a shortage of ship capacity and significantly rising freight rates

As a result of higher freight rates group profit rose to ~ EUR 9 bn

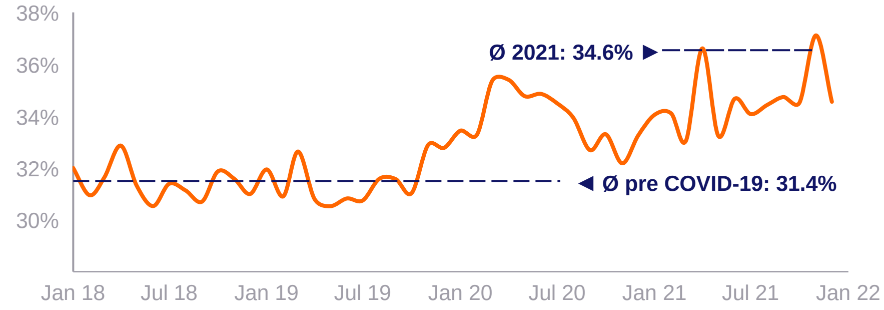
Due to the positive development of earnings, we propose a dividend of EUR 35 per share

The shift in demand has outlined the vulnerability of global supply chains …

US CONSUMPTION EXPENDITURES [%]



PORT CONGESTION INDEX [%]



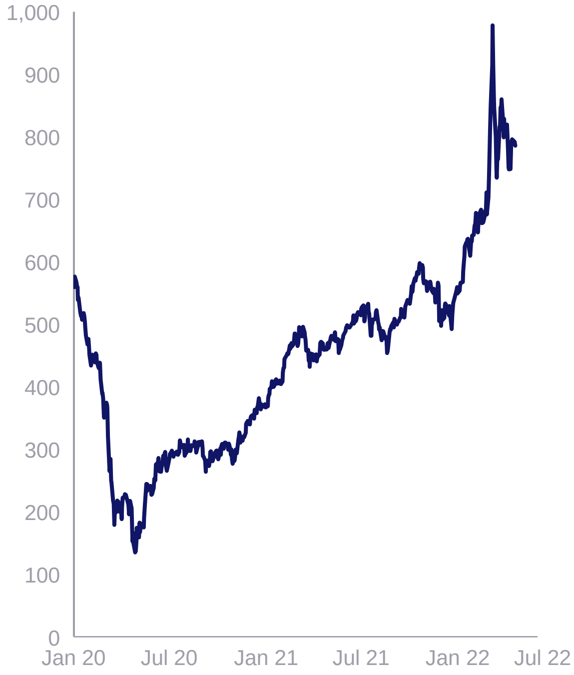
PRESSURE ON SUPPLY CHAINS

- COVID-19 pandemic has **shifted consumer behavior** from services to more consumer goods mainly produced in Asia
- High demand and COVID related labor shortages led to **supply chain disruptions**
- The **service quality** in the entire industry was under heavy pressure
- **Operational costs** went up clearly due to rising charter rates, longer storage durations and lack of hinterland transport capacity

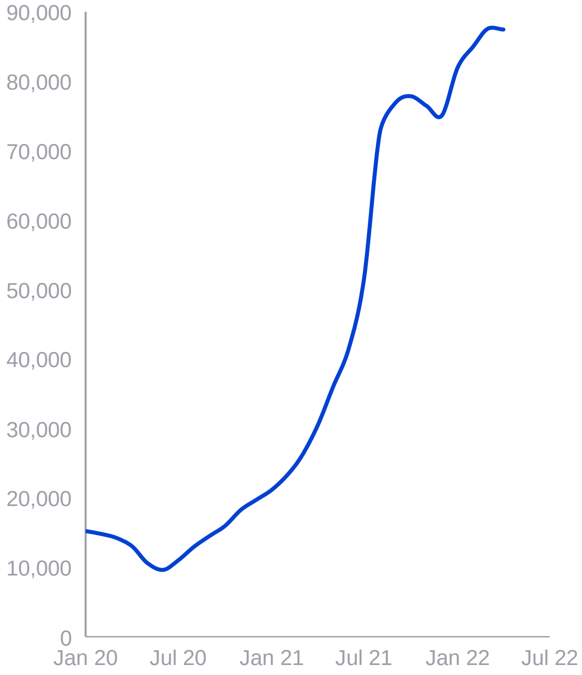
 Sources: U.S: Bureau of Economic Analysis; Clarksons

… while operational costs as well as spot rates increased significantly

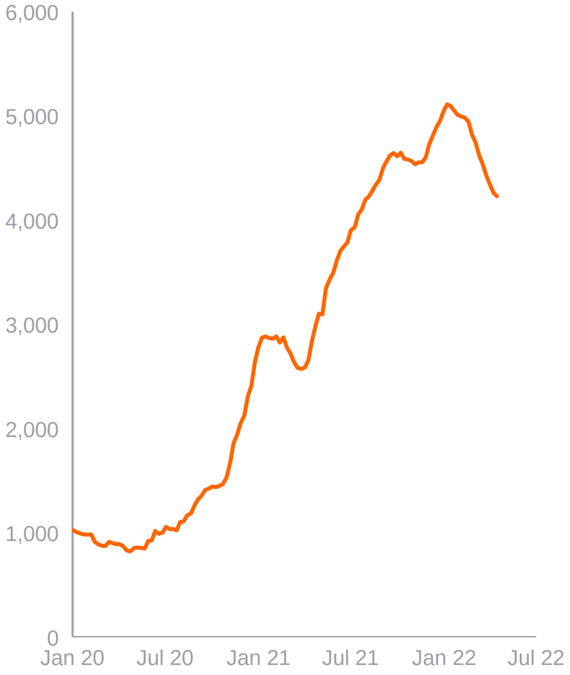
BUNKER PRICES (MFO 0.5% RTM) [USD/MT]



TIME CHARTER RATES [USD/DAY]



SPOT FREIGHT RATES (SCFI) [USD/TEU]



Source: Platts Bunker Exchange (May 2022); SSE Shanghai Shipping Exchange (May 2022); Clarksons (May 2022)

We have made considerable investments and implemented counter-measures to improve service quality

NETWORK

Moved **capacity to high demand trades**

Further optimized service network

Chartered in additional vessels

ASSETS & PEOPLE

~300,000 TEU Containers ordered

~ 270,000 TEU additional vessel capacity ordered

1,000 employees hired

STRATEGY & QUALITY

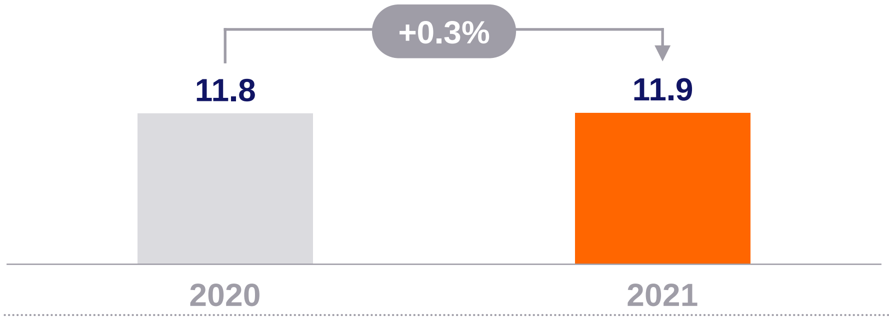
Introduced new digital solutions & added IT capacity

5 additional Quality promises issued

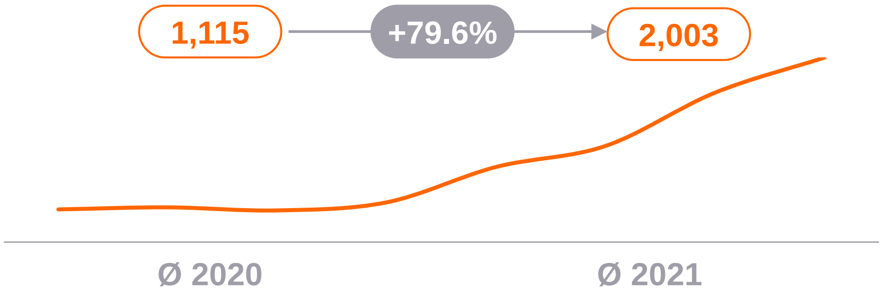
Launched new premium product "QFP" (Quality Freight Product)

Revenue increased by 74% to over EUR 22 bn due to higher freight rates

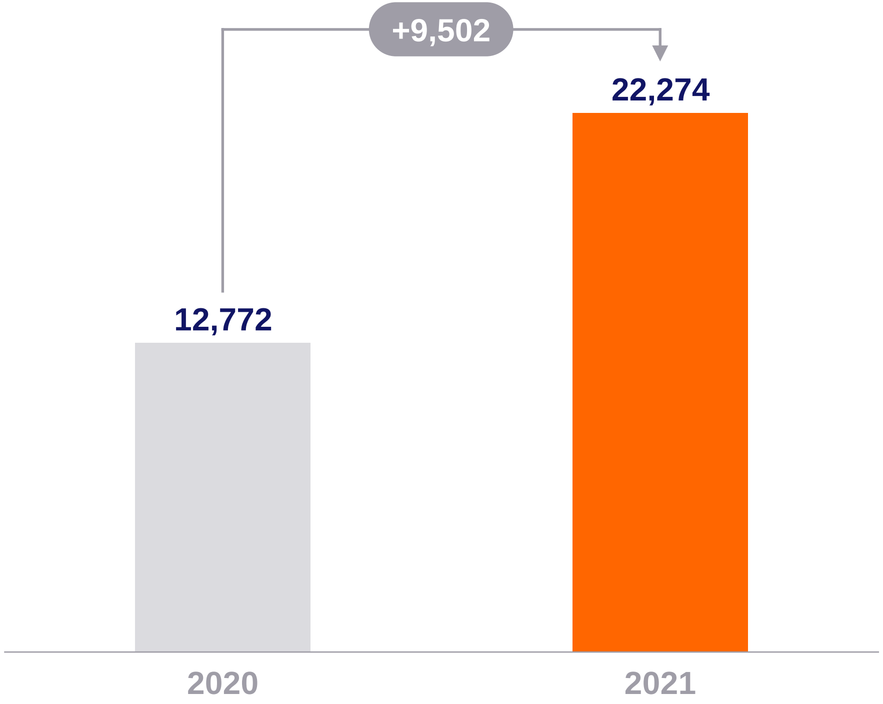
TRANSPORT VOLUME [TEU m]



FREIGHT RATE [USD/TEU]



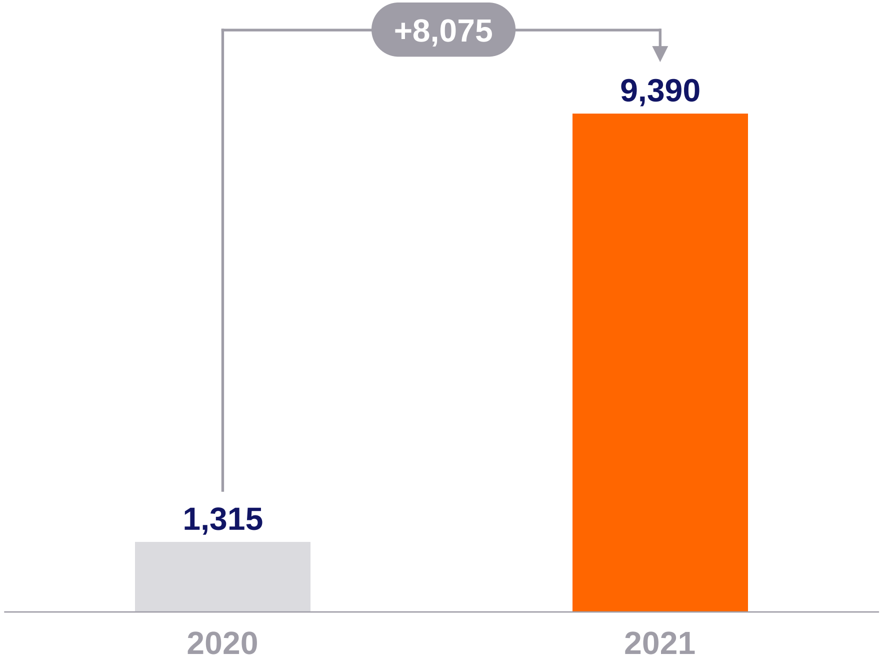
REVENUE [EUR m]



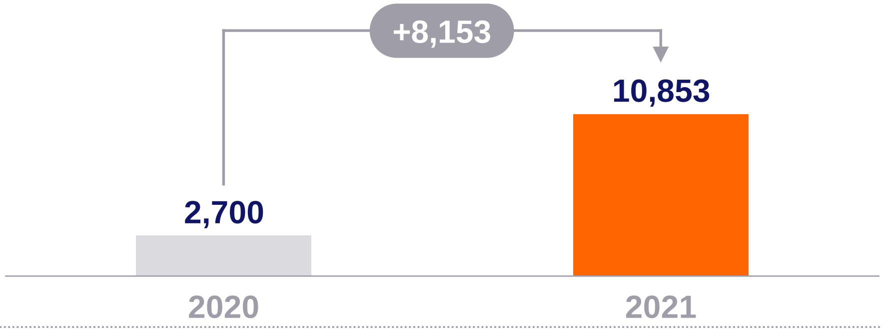
Hapag-Lloyd

… and group profit increased to EUR 9.1 bn

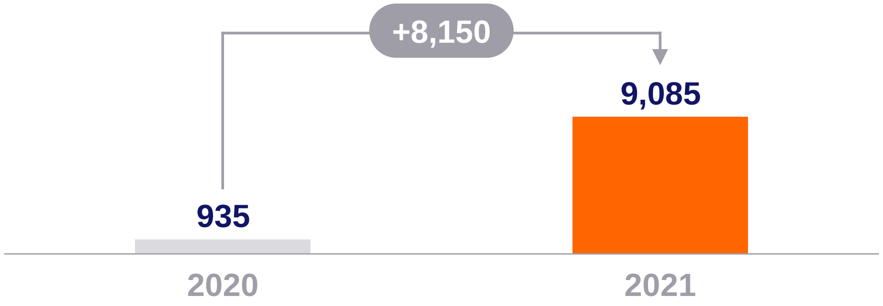
EBIT [EUR m]



EBITDA [EUR m]



GROUP PROFIT [EUR m]



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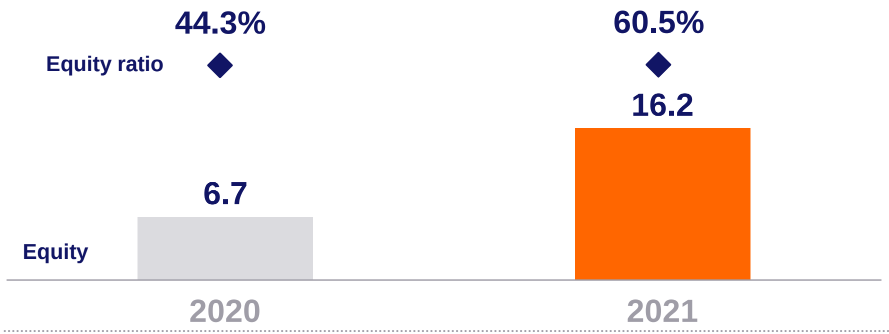
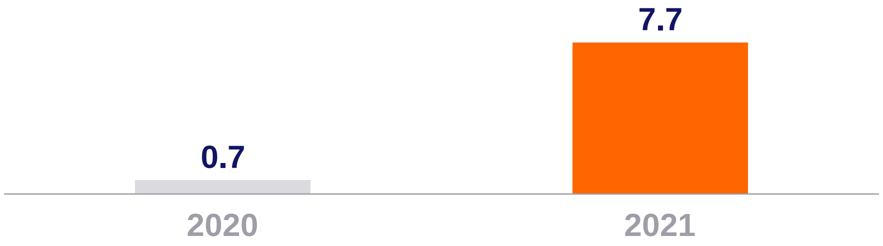
We have significantly strengthened our balance sheet ratios …

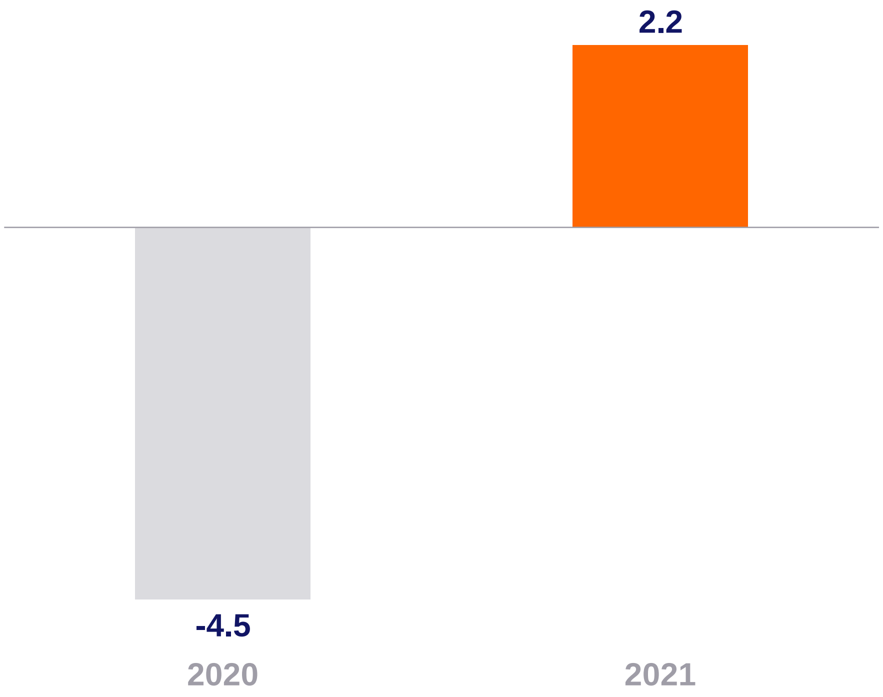
EQUITY [EUR bn]



LIQUIDITY [EUR bn]



LEVERAGE [EUR bn]



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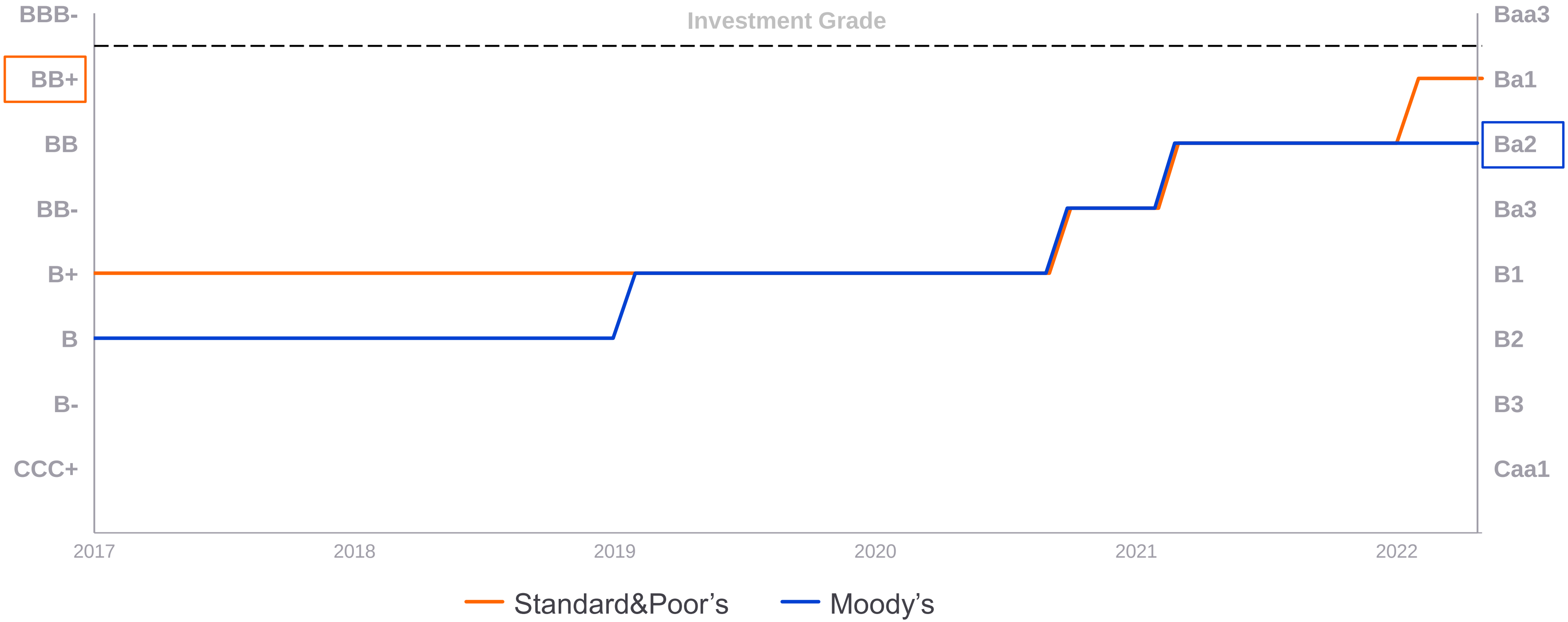
… which resulted in higher credit ratings

S&P – BB+/Stable | **Moody's – Ba2/Stable**



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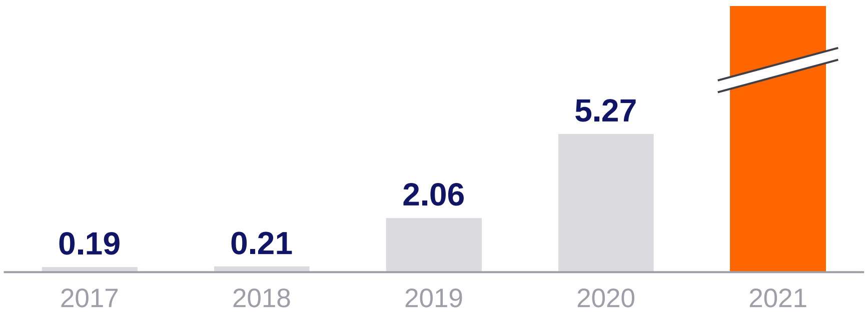
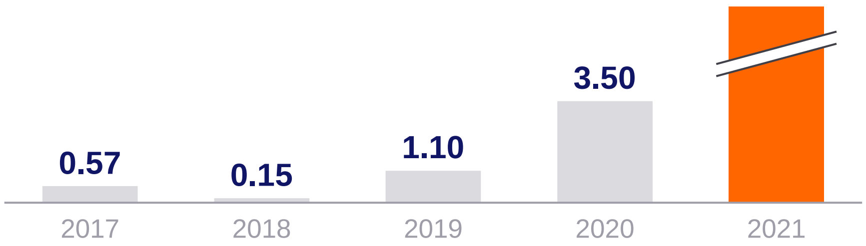
Based on the strong result in 2021, we propose a dividend of EUR 35 per share

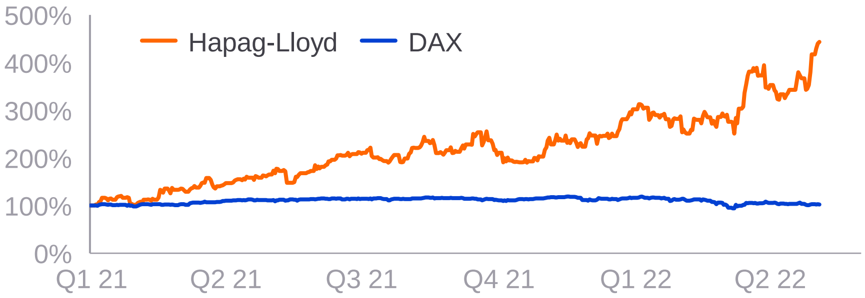
EPS [EUR]



DPS [EUR]



PERFORMANCE [INDEXED]



Dividend yield: **12.6%***

*based on share price as of December 31, 2021

Hapag-Lloyd

Our Strategy 2023 targets remain valid, but we need to focus even more on Quality and Sustainability

BE PROFITABLE

Profitability over the entire economic cycle

GLOBAL PLAYER

Expansion of strategically important target markets

#1 FOR QUALITY

Transparent quality promises & focus on customer orientation

SUSTAINABILITY

Holistic sustainability strategy and ambitious decarbonization targets

We have aligned our priorities for the next two years around

three pillars!

1

SIMPLIFY

Simplify customer segmentation & experience and reduce internal complexity

2

STRENGTHEN

Double-down on our ambition to become #1 in quality

3

INVEST

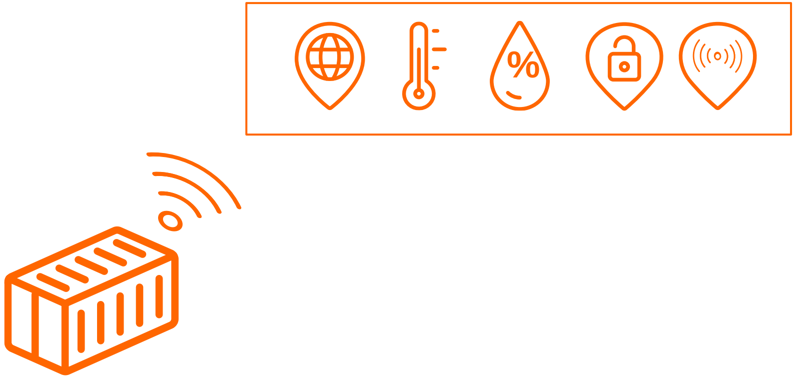
Invest in our people, sustainable assets and long-term competitiveness

1 | Simplify: Reduction of supply chain complexity

Focus

- Design differentiated E2E customer journeys
- Simplify Network
- Optimize the current fleet
- Consolidate hub and transshipment strategy
- Reduce imbalance & depots

Hapag-Lloyd is the first shipping company that enables real-time tracking of all containers



2 | Strengthen: Improving quality and innovations

FOCUS

- Revenue Management
- Operational Quality
- Digitization and Innovation
- Growth in attractive markets
- Inland & superior Landside
- Sustainability & Decarbonization

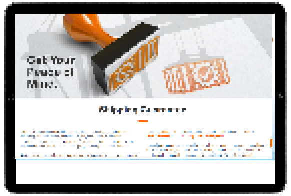
NEW DIGITAL SOLUTIONS

Online Business Suite

Smart Web Booking

Digital Bill of Lading

Additional Freetime



Shipping Guarantee

Online BL Draft Approval

3 | Invest: Investments in competitiveness

Focus

- People & their capabilities
- Eco-friendly vessels
- Equipment & container innovations
- Digital innovations and future-proof IT
- Selective acquisitions

Hapag-Lloyd has ordered new ships with a capacity of over 400 TTEU

Terminal portfolio extension and acquisitions of competitors in attractive growth markets

JADEWESERPORT

Strengthens our position in the Far East trade

TANGER TERMINAL

Strategic T/S hub in the Med region and West Africa

DAMIETTA

Strategic T/S hub to strengthen our position in the Eastern Med area

NILEDUTCH

Specialist for West African trade

DEUTSCHE AFRIKA-LINIEN (DAL)

Specialist for South African trade

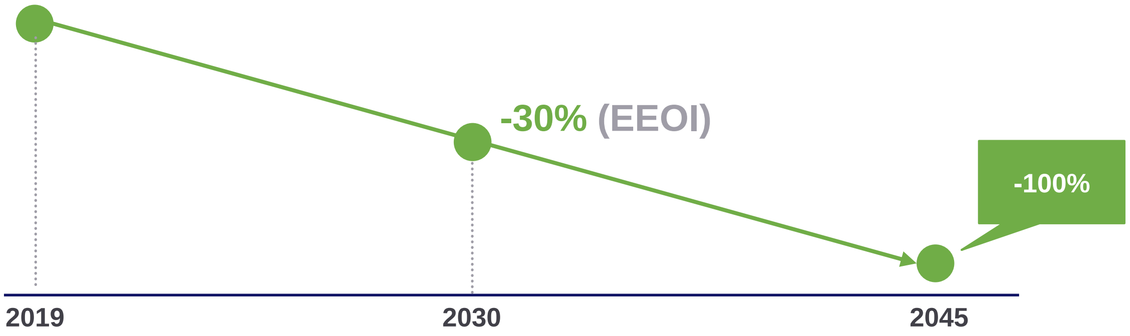
Hapag-Lloyd

Pursuing decarbonization with determination

We have set ourselves ambitious targets to

reduce emissions & advance propulsion technologies.

Reduction of CO_2e intensity of the entire fleet



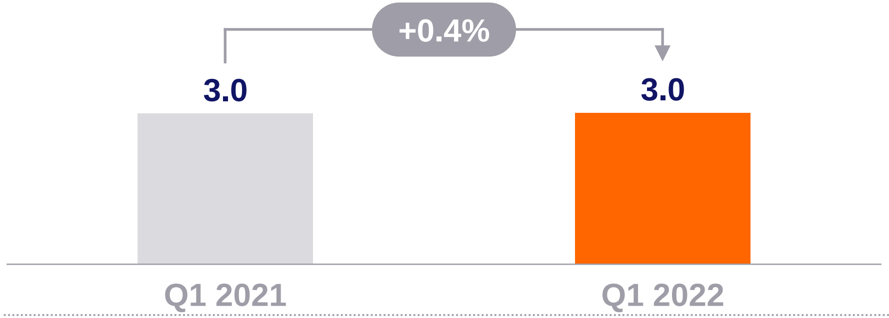
TARGETS

- **Reduce CO_2e intensity** of the entire fleet **by 30% by 2030** vs. 2019[1)]
- **Net-zero carbon by 2045**

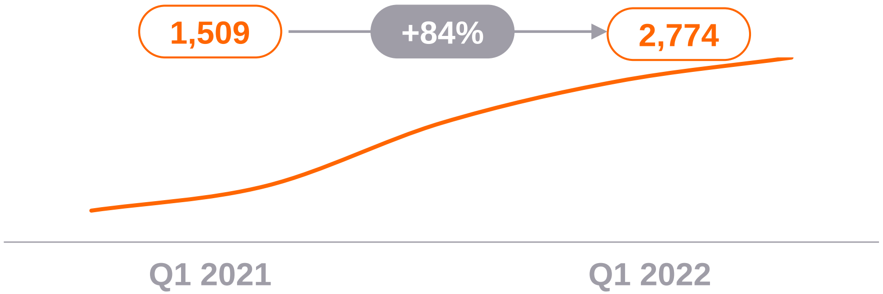
[1)] On the basis of EEOI (Energy Efficiency Operational Indicator)

Positive business development continues in the first quarter of 2022 …

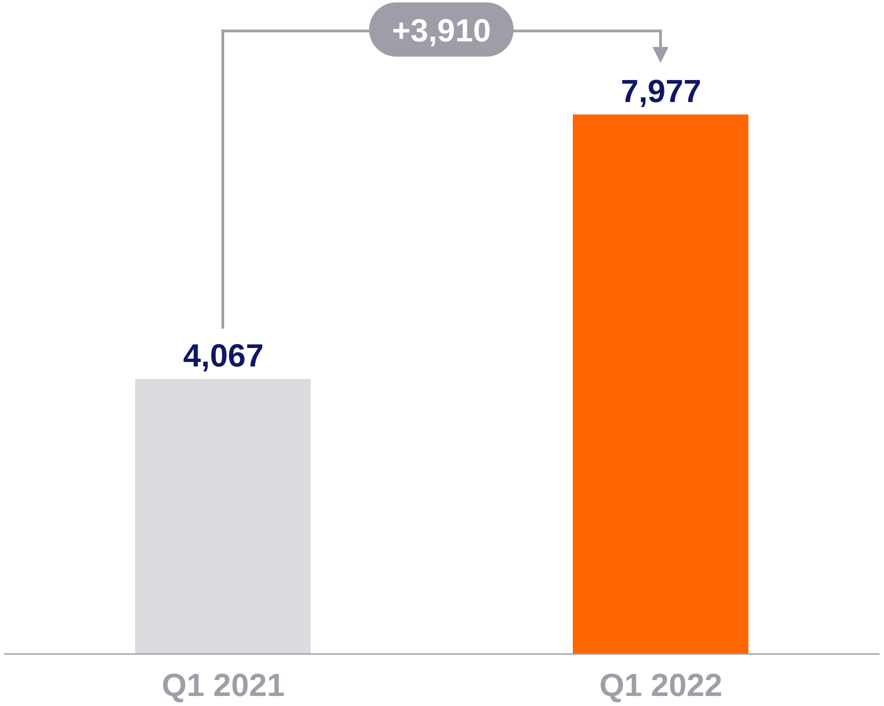
TRANSPORT VOLUME [TEU m]



FREIGHT RATE [USD/TEU]



REVENUE [EUR m]



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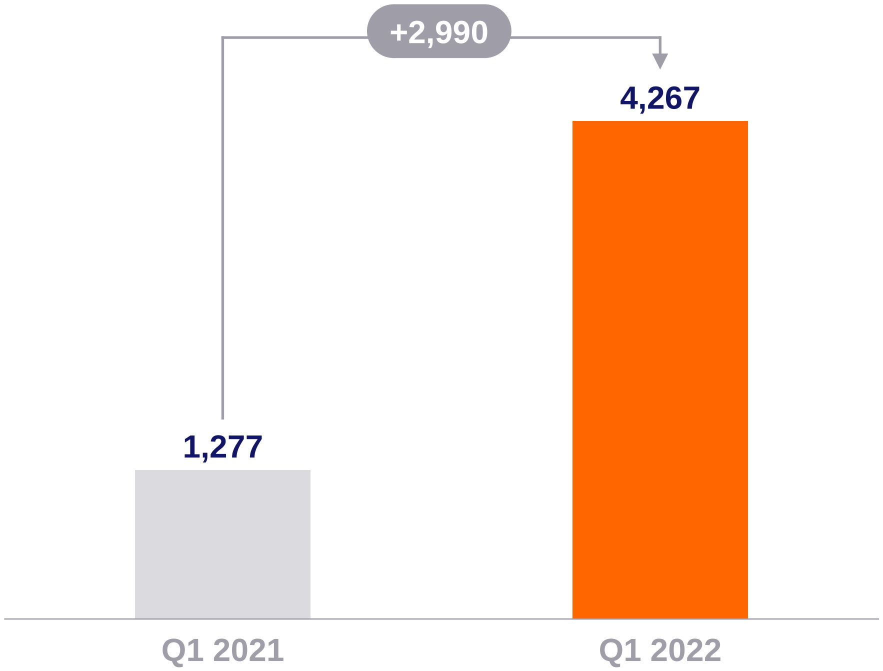
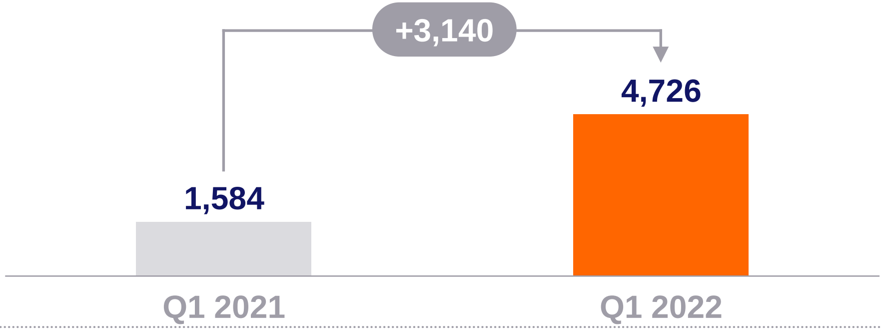
… which also led to a significant increase in profitability

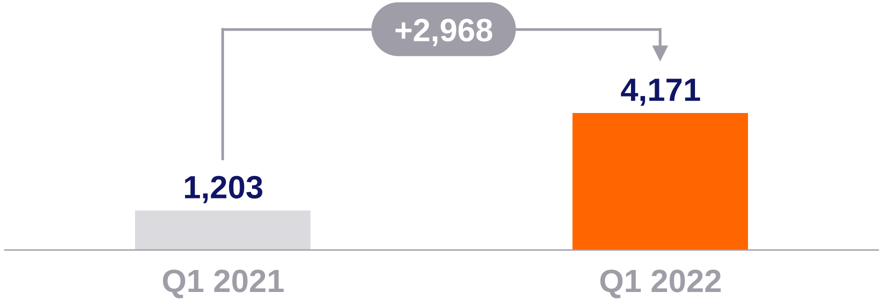
EBIT [EUR m]



EBITDA [EUR m]

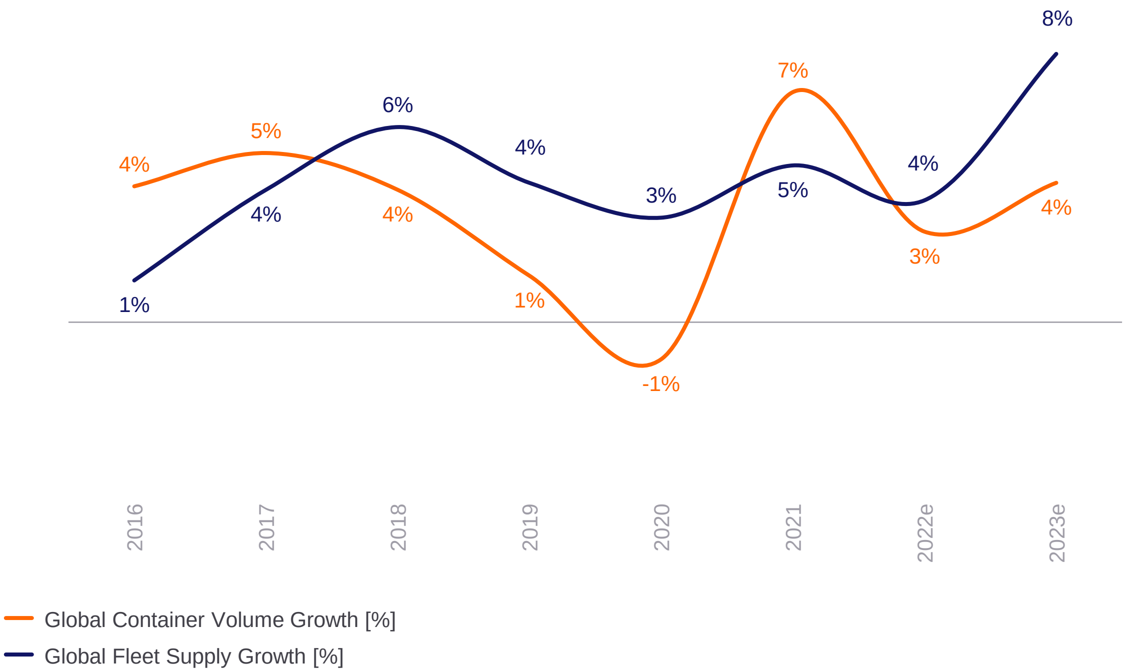


GROUP PROFIT [EUR m]



Slower expected demand growth and influx of additional tonnage from 2023 onwards should ease tight capacity situation

SUPPLY/DEMAND BALANCE



Demand growth is expected to slow down to more sustainable levels

Capacity influx will increase from 2023 onwards to cater for higher demand

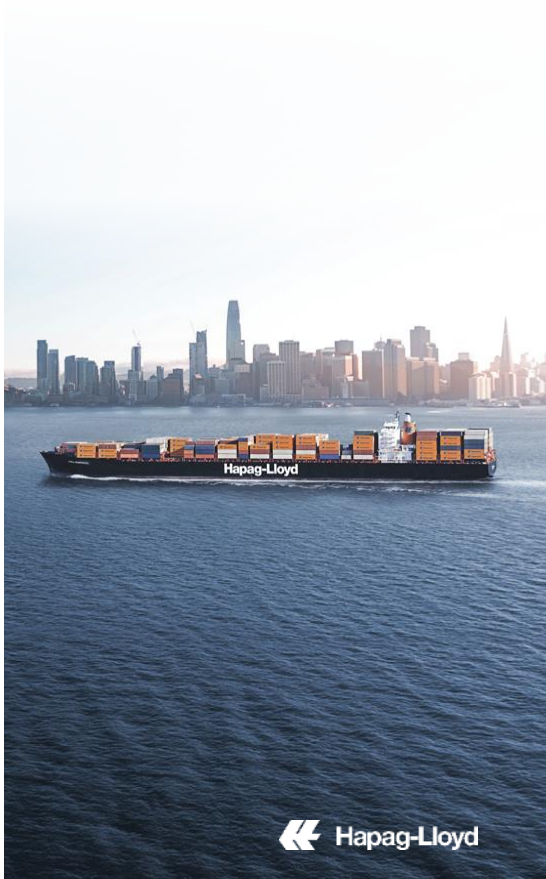
Sustainability efforts might accelerate scrapping

Demand/supply fundamentals to become more balanced in the years to come

Sources: Clarksons, CTS, Drewry, Seabury

Based on continuously strong results expected for H1 2022, we have updated our earnings outlook

	FY 2021	Revised outlook for 2022
TRANSPORT VOLUME	11,872 TTEU	On previous year's level
BUNKER CONSUMPTION PRICE	475 USD/mt	Significantly increasing
FREIGHT RATE	2,003 USD/TEU	Significantly increasing
EBITDA	EUR 10.9 bn	EUR 13.6 – 15.5 bn
EBIT	EUR 9.4 bn	EUR 11.7 – 13.6 bn



Note: Our earnings perspective is based on the assumption of an average exchange rate of USD 1.07 USD / EUR.

Our Focus

CUSTOMERS

Focus on service quality and customer satisfaction

STRATEGY

Execute our “Prepare for Tomorrow” program

INVESTMENTS

Invest in fleet, digitization & attractive markets

PEOPLE

Promotion of competencies and skills

FINANCIALS

Continue to follow a prudent financial policy

SUSTAINABILITY

Strengthen efforts on Sustainability & Decarbonization

175 years

TOGETHER
TOWARDS
TOMORROW

THANK YOU!