



Investor Presentation

9M 2021 Results

Hamburg, 12 November 2021

Opening Remarks

1 | Current developments

- 9M 2021 driven by continuing strong demand, infrastructure bottlenecks and high freight rates
- Acquisition of NileDutch completed, voyage cut-over started in October 2021
- Agreement signed for a participation in the JadeWeserPort in September 2021

2 | Financials

- Earnings continued to increase strongly on the back of higher freight rates and transport volumes
- Transport expenses increased as a result of supply-chain disruptions and generally higher costs
- Balance sheet ratios significantly improved driven by very strong earnings

3 | Market Update

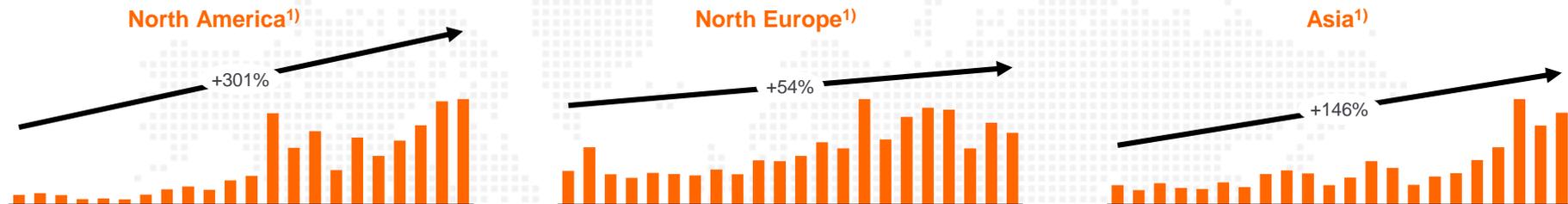
- Demand is expected to slightly outgrow supply in 2021e & 2022e
- Supply-chain disruptions likely to persist at least until H1 2022
- Vessel order activity slowed down in Q3 2021; orderbook-to-fleet ratio currently at around 22%

4 | Way forward

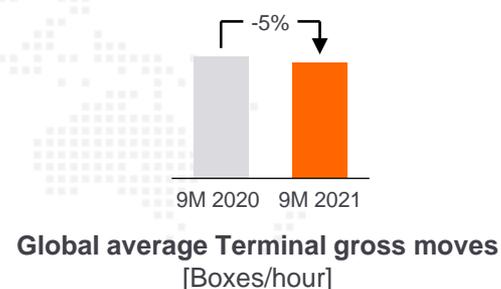
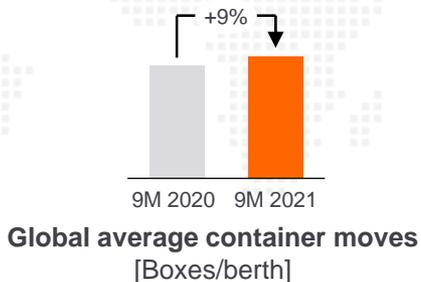
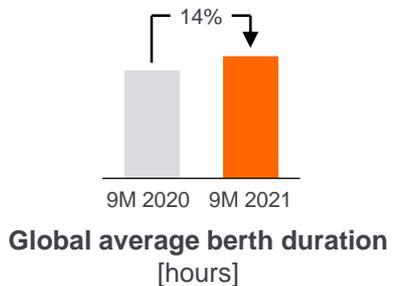
- Earnings momentum likely to remain strong for the rest of the year
- We therefore raised our earnings outlook for FY 2021 on 29 October
- Priorities for the next years and Sustainability Strategy to be presented at our vCMD on 17 November

Waiting times outside ports and average berth duration increased significantly while terminal productivity decreased...

Average waiting times outside ports Jan 2020 – Sep 2021 [hours]



Global port operations 9M 2020 vs 9M 2021



... we have therefore implemented many countermeasures to limit the impact on our customers and to improve service quality



We moved **capacity to high-demand trades** and optimized our service network further



We **re-routed cargo** through alternative gate-ways to bypass congested ports



We bought **second hand tonnage**, chartered **additional vessels** and deployed **extra-loaders**



We have ordered **additional containers** and increased repair and maintenance of older ones



We added **workforce**, **IT capacity** and introduced **new digital solutions** to improve customer satisfaction and service quality

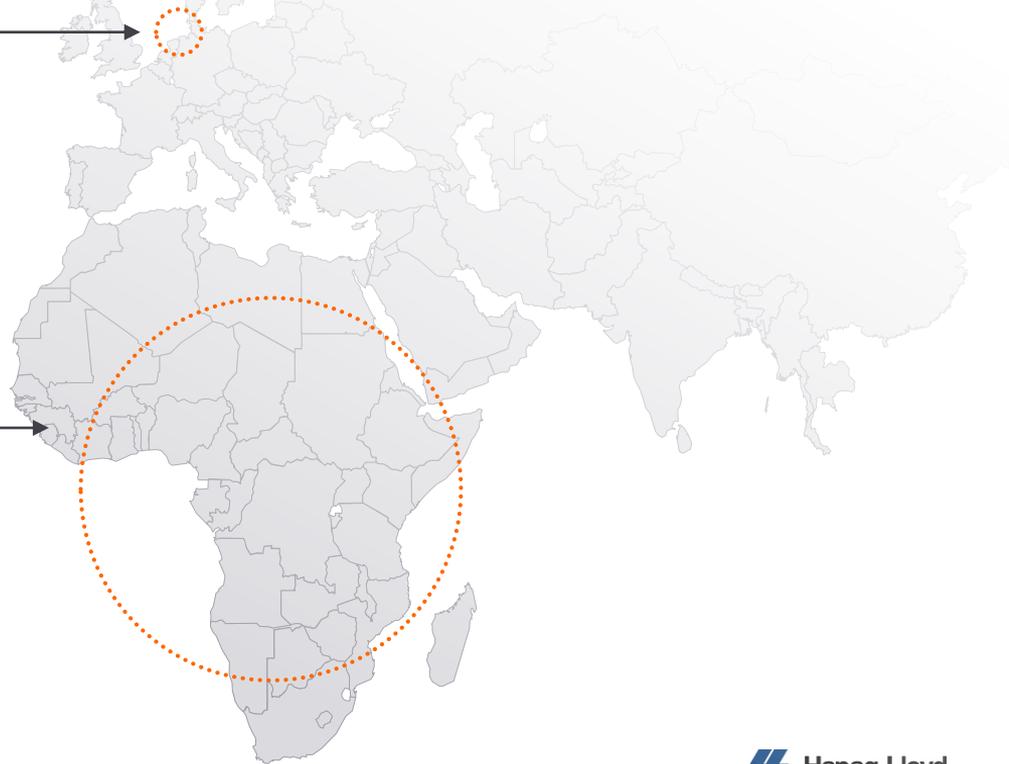
We have closed the transaction with NileDutch and will invest in the JadeWeserPort, which will strengthen our offering in Germany

JadeWeserPort

- 30% stake in Container Terminal Wilhelmshaven (CTW) and 50% stake in Rail Terminal Wilhelmshaven (RTW)
- Strengthens position of German ports and reinforces our competitiveness, especially in the Far East trades
- Increased flexibility and shorter transit times
- Signing in September, closing expected in the following months

NileDutch

- Closing of the transaction in July
- Successful voyage cut-over started in October
- Goal is to fully integrate NileDutch until end of this year
- Q3 contribution of approx. 50 TTEU on the African trade



We have achieved an exceptionally strong result, further strengthened our balance sheet and earned our cost of capital

Operational KPIs



Volume TTEU	8,980 PY: 8,696	» Volume increased by 3.3% YoY as a result of overall demand growth as well as NileDutch
Rate USD/TEU	1,818 PY: 1,097	» Average freight rate increased by 66% YoY mainly due to continuously high demand and supply chain bottlenecks
Bunker USD/mt	452 PY: 402	» Average bunker consumption price increased by 50 USD/mt due to higher bunker market prices

Balance sheet



Assets USD m	25,841 PY: 18,640	» Total assets increased by USD 7.2 bn vs. 31 Dec 2020 mainly due to higher cash and add. RoU for vessels and containers
Fin. Debt USD m	6,389 PY: 6,305	» Fin. Debt remained mainly unchanged vs. 31 Dec 2020 as debt repayments were offset by higher IFRS 16 lease liabilities
Liquidity USD m	5,766 PY: 1,421	» Liquidity reserve increased significantly by USD 4.3 bn vs. 31 Dec 2020 driven by a strong cash flow generation

P&L effects



Revenue USD m	17,945 PY: 10,525	» Very strong revenue increase (USD +7.4 bn) due to higher freight rates and volumes
EBITDA USD m	8,163 PY: 2,044	» EBITDA increased significantly by USD +6.1 bn on the back of higher freight rates...
EAT USD m	6,655 PY: 605	» ...which also led to a substantially increased net profit (USD +6.1 bn)

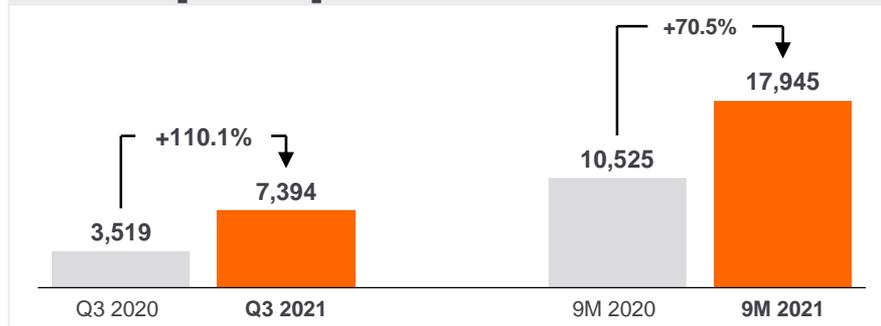
Financial KPIs



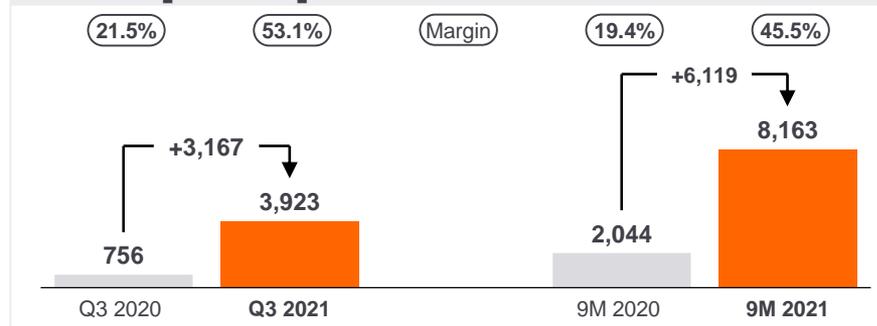
FCF USD m	6,597 PY: 1,866	» Strong Free Cash Flow generation due to high profitability ...
Net debt / EBITDA	0.1x PY: 2.3x	» ...with the result that net debt to EBITDA was further reduced substantially
ROIC %	59.6% PY: 8.9%	» Return on Invested Capital exceeded WACC of 6.0% clearly

After a strong H1 2021, Q3 earnings improved even further

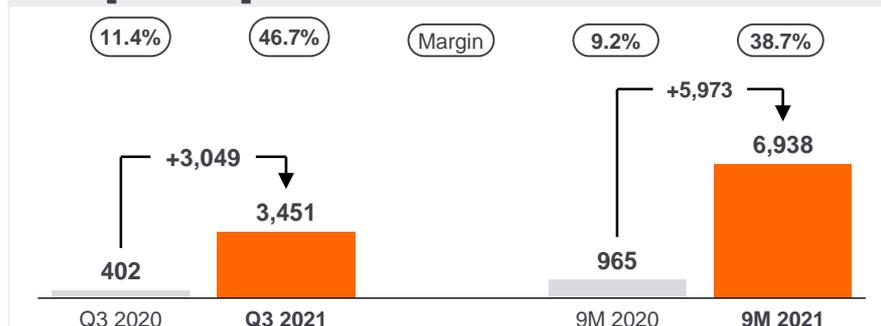
Revenue [USD m]



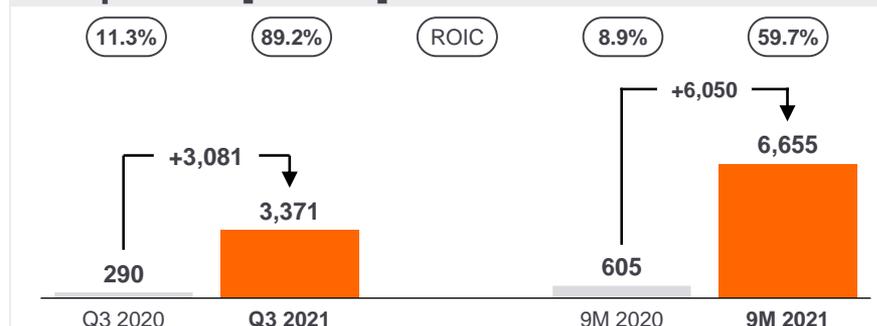
EBITDA [USD m]



EBIT [USD m]

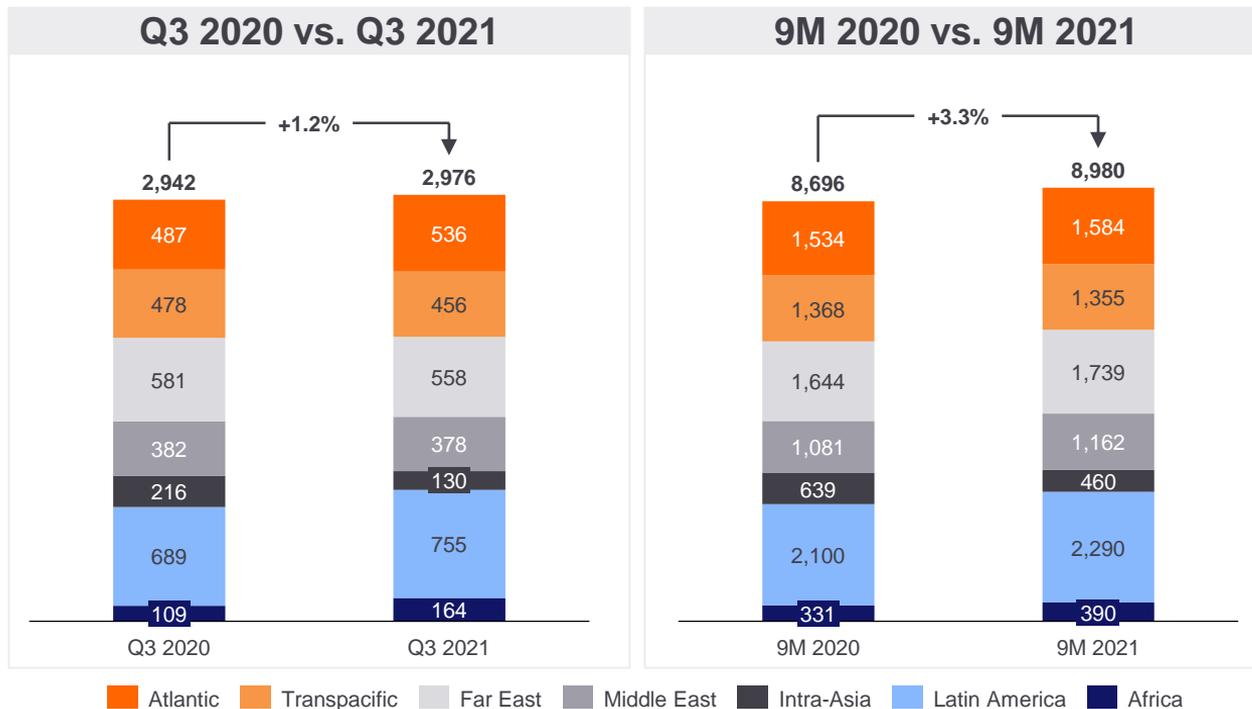


Group Profit [USD m]



Transport volumes increased by 3.3% YoY, but were negatively impacted by the ongoing disruption of global supply chains

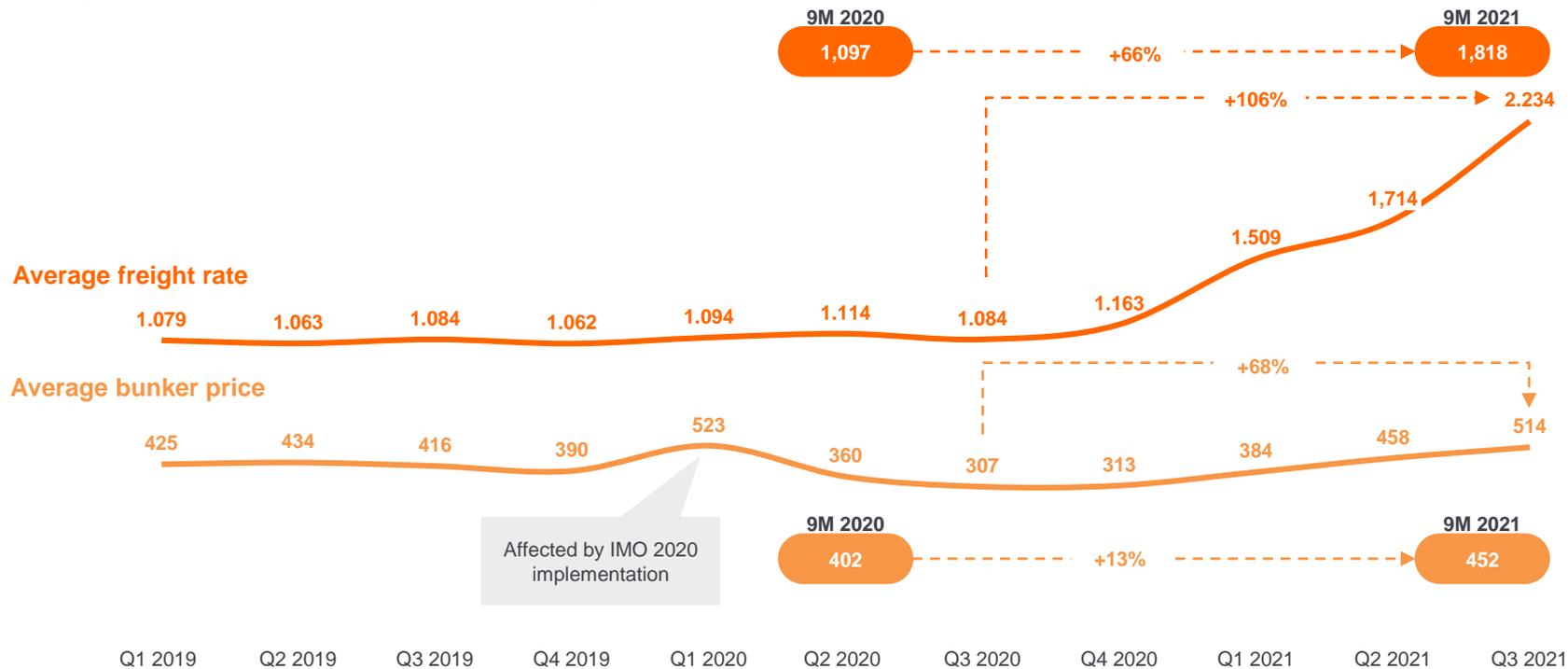
Transport volume development by trade [TTEU]



- Strong demand for exported goods from Asia led to an increase in global transport volumes
- Intra-Asia volumes affected by network optimization and container repositioning to meet demand of exported goods from Asia to the rest of the world
- Transpacific trade massively impacted by congestion of port infrastructure and resulting delays

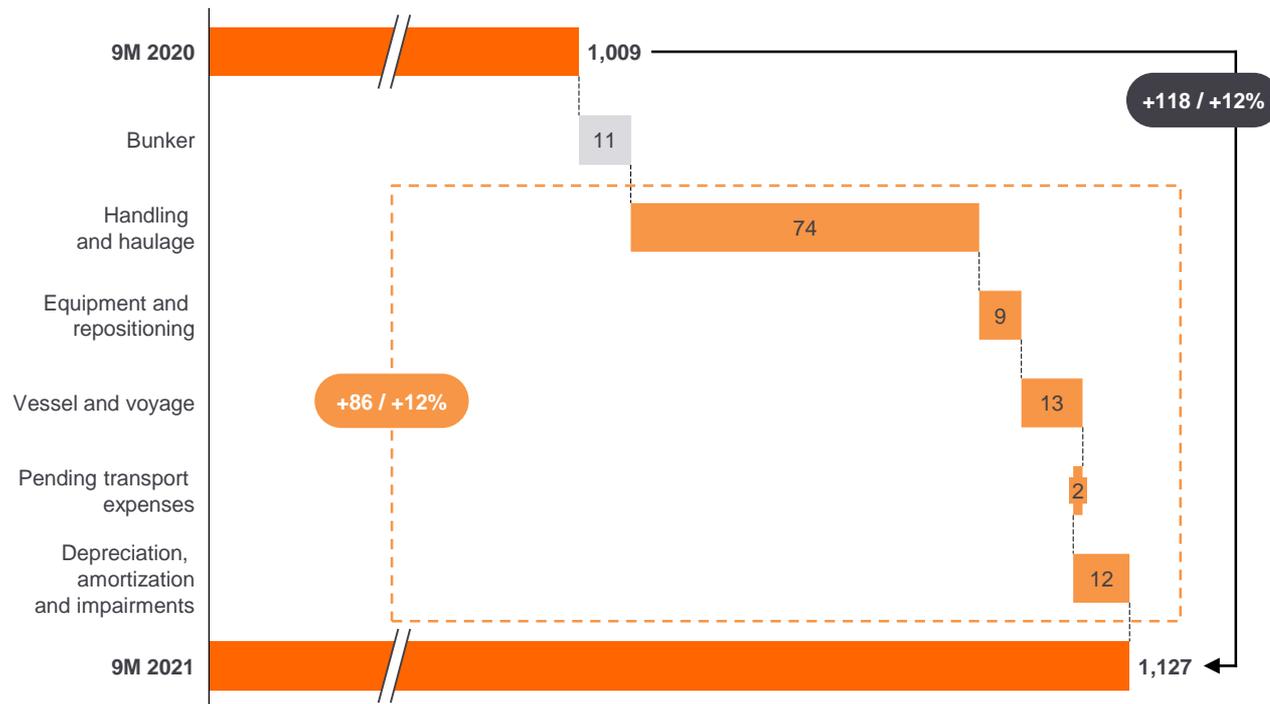
Freight rates increased strongly by ~66% YoY due strong demand and tight capacity situation but bunker costs are on a steady rise also

Freight rate [USD/TEU] vs. Bunker price development [USD/mt]



Operational challenges resulted in clearly higher transport expenses per unit

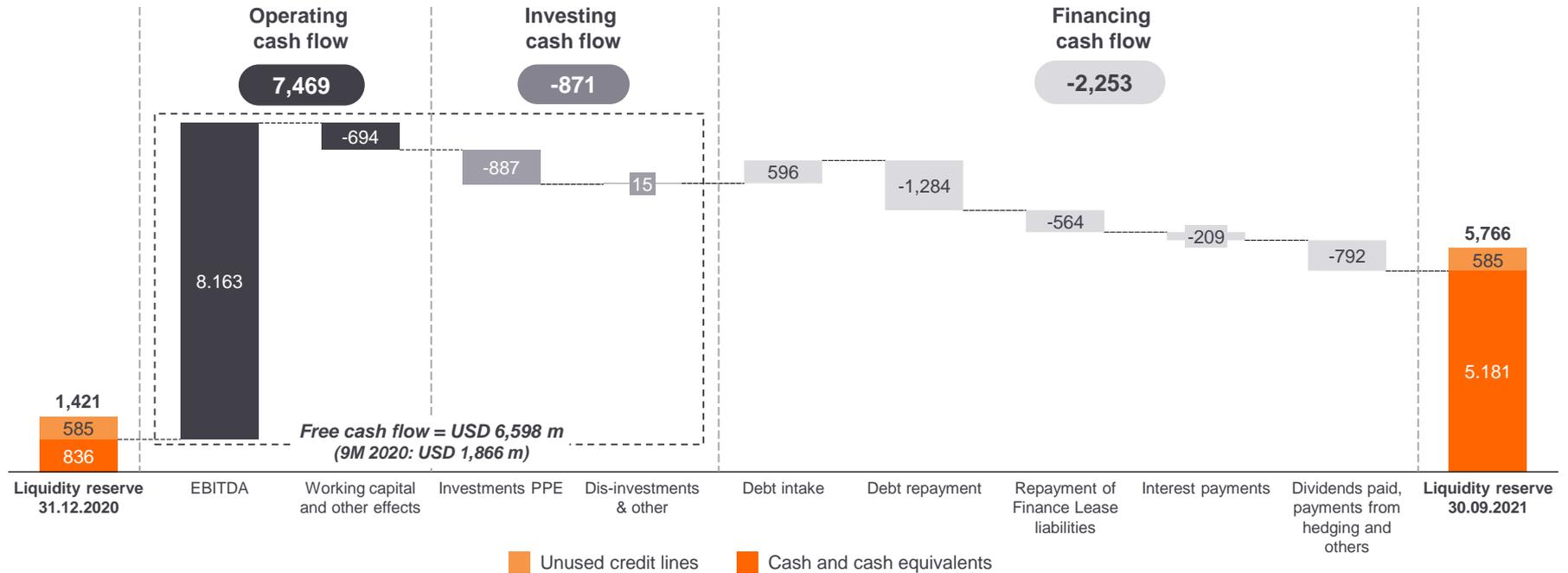
Transport expenses per unit [USD/TEU]



- Bunker expenses increased by 8.2% on the back of higher average bunker consumption prices
- Negative effects of operational disruptions, leading to higher costs in “Handling and Haulage” (+16.4%) as well as in “Equipment and Repositioning” (+8.2%)
- “Depreciation and amortization” increased by 10.0%, primarily due to the rise in the percentage of vessels chartered in at simultaneously higher charter rates

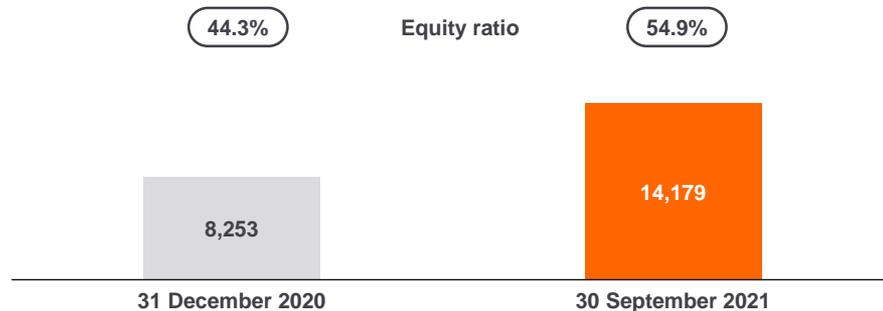
Free cash flow surged to USD 6.6 bn

Cash flow 9M 2021 [USD m]

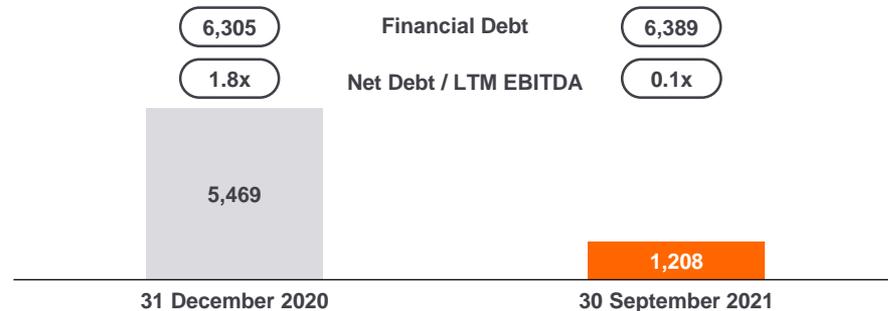


Balance sheet ratios significantly improved – Net Debt further reduced by USD 4.3 bn while Net Leverage close to zero

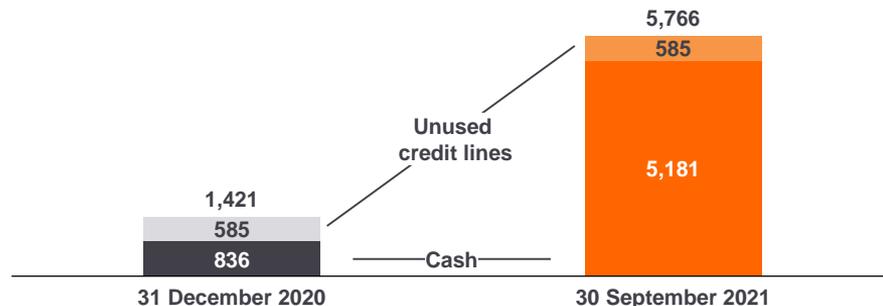
Equity base [USD m]



Net debt [USD m]



Liquidity reserve [USD m]



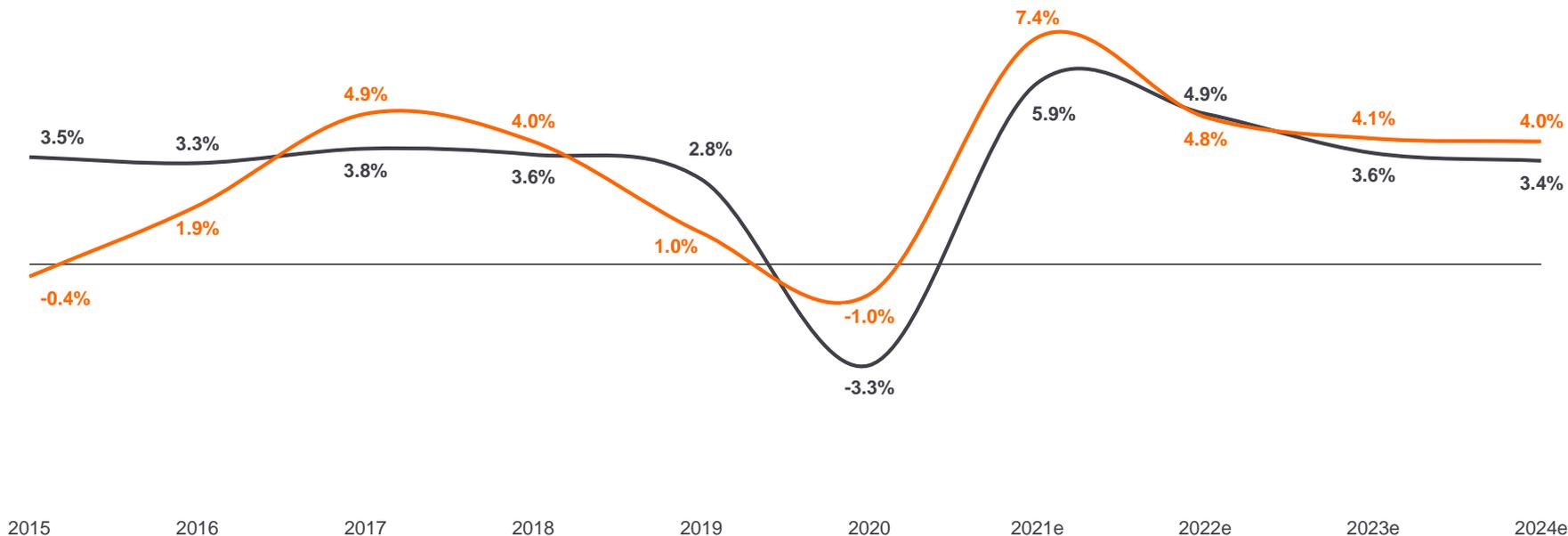
Comments

- Equity increased substantially due to increased earnings in 9M 2021
- Net debt further reduced by USD 4.3 bn and net leverage (LTM) now at only 0.1x due to increased earnings and strong cash generation
- Increase in cash and cash equivalents primarily due to strong operating cash flow

On the back of the economic recovery, global container transport volumes are expected to rise moderately in the years to come

GDP vs. global container volume growth [%]

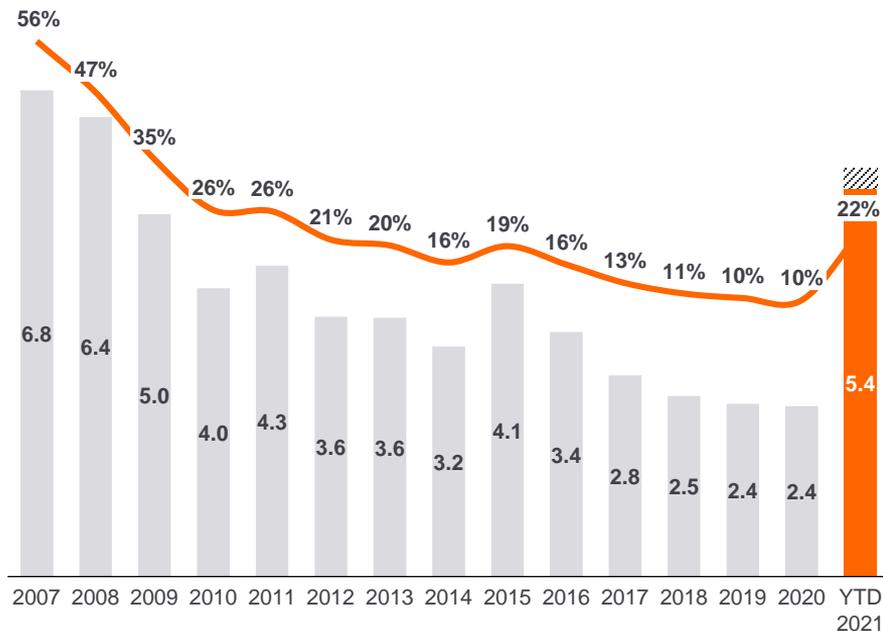
— GDP — Container volume growth



Strong order activity since Q4 2020 drove orderbook-to-fleet ratio to roughly 22% but slowed down lately – idle fleet close to zero

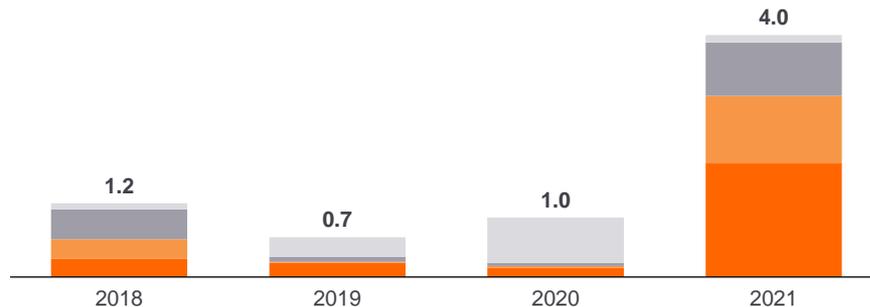
Global orderbook

[TEU m, %] ■ Orderbook — Share of world fleet

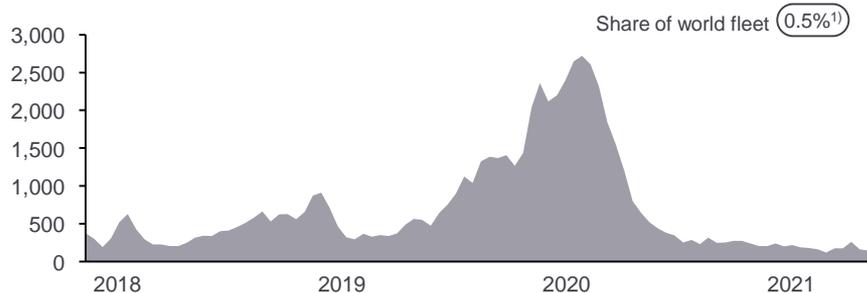


Newly placed orders

[TEU m] ■ Q4 ■ Q3 ■ Q2 ■ Q1



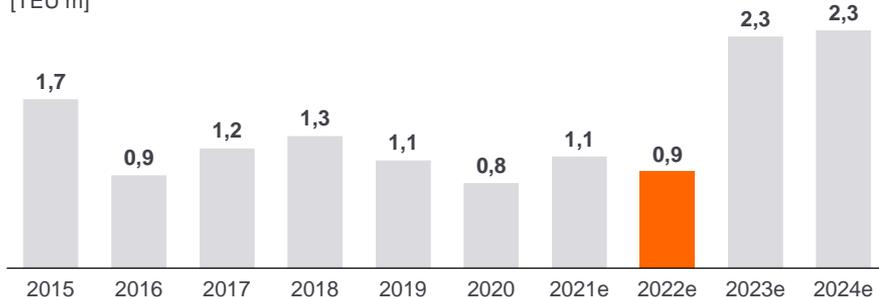
Idle fleet [TTEU]



Recently ordered capacity will only come into the market in 2023/2024 – Scrapping is expected to rise significantly in the years to come

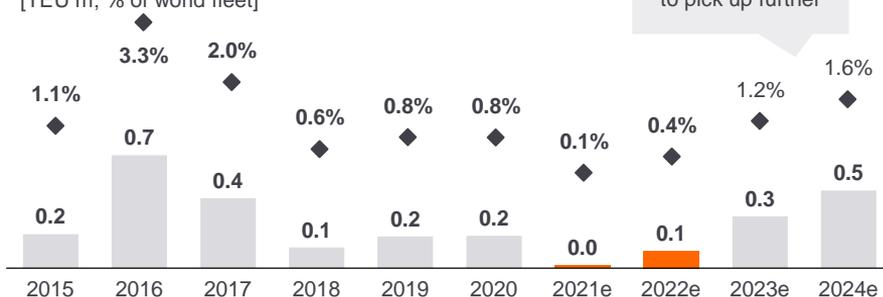
[Scheduled] vessel deliveries

[TEU m]

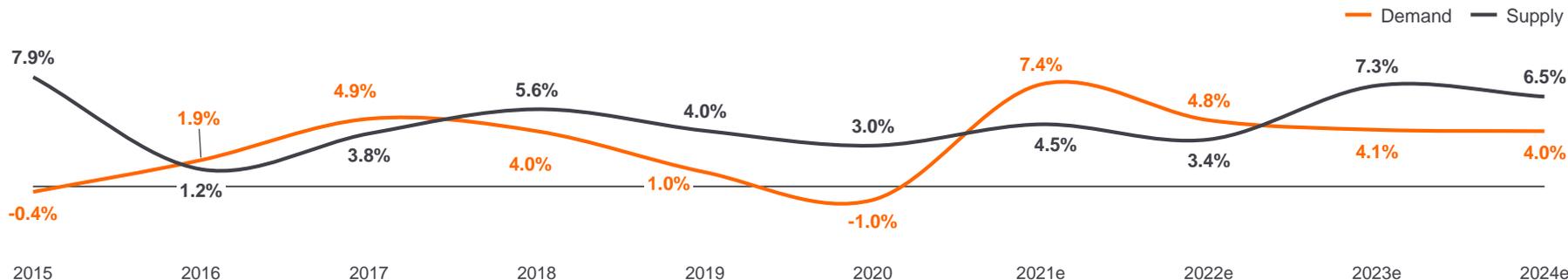


[Expected] scrapping

[TEU m; % of world fleet]



Supply / Demand balance



Earnings momentum likely to remain very strong in Q4 – FY 2021 EBITDA and EBIT outlook raised

	FY 2020	Previous outlook for FY 2021	Updated outlook for FY 2021
 Transport volume	11,838 TTEU	Increasing slightly	On previous year's level
 Bunker consumption price	379 USD/mt	Increasing clearly	Increasing clearly
 Freight rate	1,115 USD/TEU	Increasing clearly	Increasing clearly
 EBITDA	USD 3,082 m	USD 9.2 – 11.2 bn EUR 7.6 – 9.3 bn	USD 12.0 – 13.0 bn EUR 10.1 – 10.9 bn
 EBIT	USD 1,501 m	USD 7.5 – 9.5 bn EUR 6.2 – 7.9 bn	USD 10.3 – 11.3 bn EUR 8.7 – 9.5 bn

How we look ahead:

Operational challenges remain, normalization not expected before H1 2022

Customer proximity and transparency is of utmost importance

Continue to follow a **prudent financial policy** and work on **bringing down unit costs**

Digital solutions more important than ever before

We will share with you our priorities until 2023 and beyond and present our **Sustainability Strategy** at our virtual **Capital Markets Day on November 17th**



Q&A



Appendix

Hapag-Lloyd with an equity ratio of 54.9% and a gearing of 8.5%

Balance sheet [USD m]

million USD	30.9.2021	31.12.2020
Assets		
Non-current assets	16,699.1	15,508.3
of which fixed assets	16,612.3	15,413.3
Current assets	9,142.2	3,131.9
of which cash and cash equivalents	5,181.2	836.4
Total assets	25,841.2	18,640.2
Equity and liabilities		
Equity	14,178.8	8,252.8
Borrowed capital	11,662.4	10,387.4
of which non-current liabilities	5,506.9	5,731.3
of which current liabilities	6,155.5	4,656.1
of which financial debt and lease liabilities	6,388.8	6,305.1
of which non-current financial debt and lease liabilities	4,975.0	5,119.6
of which current financial debt and lease liabilities	1,413.8	1,185.5
Total equity and liabilities	25,841.2	18,640.2

Financial position [USD m]

million USD	30.9.2021	31.12.2020
Financial debt and lease liabilities	6,388.8	6,305.1
Cash and cash equivalents	5,181.2	836.4
Net debt	1,207.7	5,468.8
Unused credit lines	585.0	585.0
Liquidity reserve	5,766.2	1,421.4
Equity	14,178.8	8,252.8
Gearing (net debt / equity) (%)	8.5	66.3
Net debt to EBITDA¹	0.1x	1.8x
Equity ratio (%)	54.9	44.3

Hapag-Lloyd with strong EBIT of USD 6,937.9 m in 9M 2021

Income statement [USD m]

million USD	Q3 2021	Q2 2021	Q3 2020	QoQ Change	YoY change	9M 2021	9M 2020	Change
Revenue	7,393.9	5,648.1	3,519.4	30.9%	110.1%	17,945.2	10,524.6	70.5%
Transport expenses	-3,158.6	-2,999.4	-2,486.1	5.3%	27.1%	-8,895.0	-7,696.0	15.6%
Personnel expenses	-206.2	-232.6	-201.1	-11.4%	2.5%	-636.9	-576.0	10.6%
Depreciation, amortisation and impairment	-472.4	-382.4	-354.6	23.6%	33.2%	-1,224.8	-1,078.6	13.6%
Other operating result	-113.3	-98.6	-86.5	-14.9%	-30.9%	-272.0	-236.8	-14.9%
Operating result	3,443.4	1,935.1	391.1	77.9%	780.5%	6,916.5	937.3	637.9%
Share of profit of equity-accounted investees	7.7	12.8	10.6	-40.0%	-27.6%	21.9	27.9	-21.4%
Result from investments	-0.5	-	0.1	n.m.	-667.0%	-0.5	-0.2	n.m.
Earnings before interest and tax (EBIT)	3,450.5	1,947.9	401.7	77.1%	758.9%	6,937.9	964.9	619.0%
Interest result	-62.9	-95.0	-93.9	-33.8%	-33.0%	-235.4	-318.6	-26.1%
Other financial items	1.5	-4.4	-4.8	-135.4%	n.m.	-0.7	-1.8	n.m.
Income taxes	-18.3	-15.3	-12.8	19.7%	43.6%	-46.9	-39.8	17.9%
Group profit / loss	3,370.8	1,833.2	290.3	83.9%	1,061.1%	6,654.8	604.8	1,000.4%

Well balanced maturity structure of financial liabilities

Financial Debt Profile as per 30 September 2021¹⁾, [USD m]

Facility	30 September 2021 [USD m]
Vessel Financings	2,135
Container Financings	1,274
Total Vessel & Container	3,409
EUR Bond 2024	347
Total Bonds	347
Corporate secured	83
Corporate unsecured	71
Total corporate	154
Pre IFRS 16 Leases	37
New IFRS 16 Leases	2,473
Total Finance Leases	2,509
Total financial liabilities	6,420²⁾³⁾



1) Deviation from the total financial debt as shown in the balance sheet as per 30.09.2021 consists of transaction costs and accrued interest

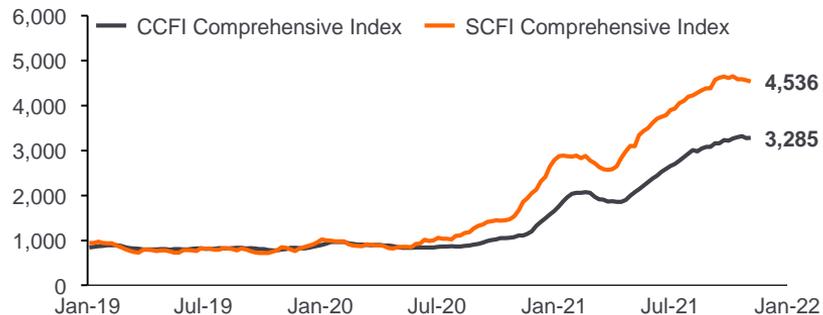
2) Liabilities from lease and charter contracts consist of USD 37 million liabilities from former finance lease contracts and USD 2,473 USD million from lease contracts presented as on-balance financial liability due to first-time application of IFRS 16

3) Repayment amounts based on contractual debt as per 30 September 2021

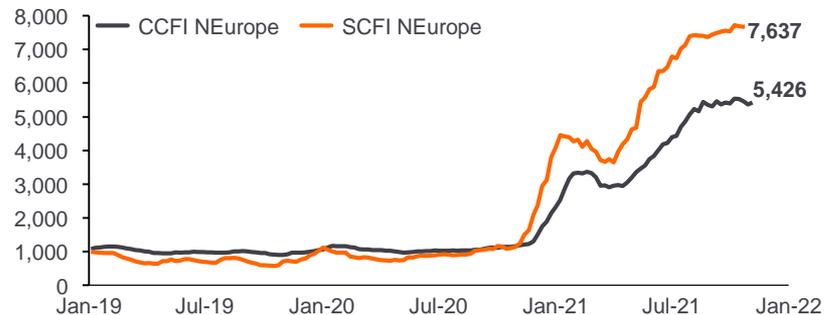
Note: Rounding differences may occur

Freight rate development

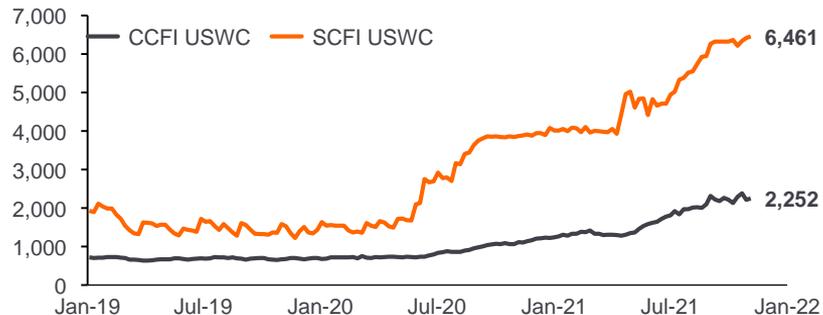
Comprehensive Index [USD/TEU]



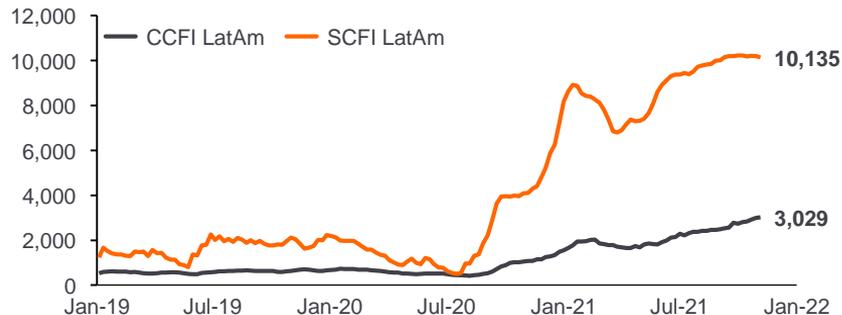
Shanghai – North Europe [USD/TEU]



Shanghai – USA West Coast [USD/FEU]



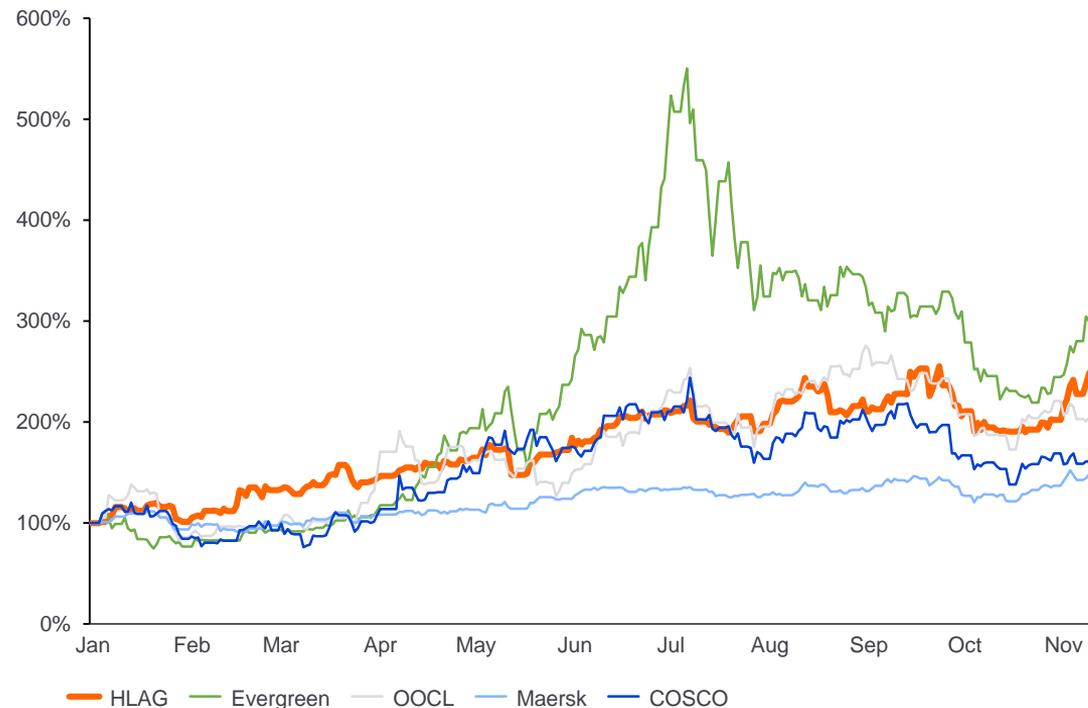
Shanghai – Latin America [USD/TEU]



Share price development

Performance since 1 January 2021

Indexed Price



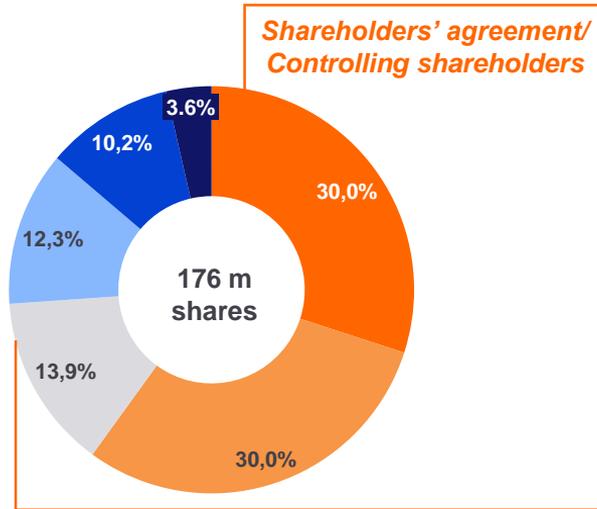
Stock Exchange	Frankfurt Stock Exchange / Hamburg Stock Exchange
Market segment	Regulated market (Prime Standard)
ISIN / WKN	DE000HLAG475 / HLAG47
Ticker Symbol	HLAG
Primary listing	6 November 2015
Number of shares	175,760,293

Bond trading

	EUR Bond 2028
Listing	Open market of the Luxembourg Stock Exchange (Euro MTF)
Volume	EUR 300 m
ISIN / WKN	XS2326548562
Maturity Date	April 15, 2028
Redemption Price	as of 15 April 2024: 101.375% as of 15 April 2025: 100.688% as of 15 April 2026: 100%
Coupon	2.500%



Shareholder structure



- Kühne Maritime GmbH / Kühne Holding AG
- CSAV Germany Container Holding GmbH
- HGV Hamburger Gesellschaft für Vermögens- und Beteiligungsmanagement mbH
- Qatar Holding Germany GmbH
- The Public Investment Fund on behalf of the Kingdom of Saudi Arabia
- Free Float

Financial Calendar 2022

January 2022	Preliminary Financials FY 2021
March 2022	Annual Report FY 2021
May 2022	Quarterly Financial Report Q1 2022
May 2022	Virtual Annual General Meeting 2022
August 2022	Half-year Financial Report 2022
November 2022	Quarterly Financial Report 9M 2022

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Forward-looking statements

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