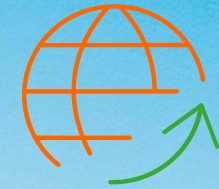


Hapag-Lloyd Strategy 2030

 Hapag-Lloyd

 STRATEGY
2030



The market and business environment has changed...



Uncertain supply / demand balance

Supply to outpace demand growth in the short term, but more efficient capacity needed in the long term for energy transition



Dynamic competition

Competitors are rapidly expanding their fleets and their business models, with a strong push into logistics and adjacent services



Geopolitical uncertainty

Geopolitical tensions rising, with possible effects on sourcing and supply chain configurations



Customer needs

Customers continue to look for price and service and operational quality; Sustainability on the up. Personal touch remains important



Industry decarbonization

Market pressures incl. tightening and uncertain regulatory developments



Digital transformation

Increasing opportunities and need to further improve customer experience by leveraging new Technology (e.g., AI)



With Strategy 2030, we are continuing our successful strategic course while adapting to new market challenges & opportunities

Shift from Strategy 2023 ...

... to Strategy 2030 ...

... with very ambitious targets

Pureplay

Pureplay PLUS

Remain a **container shipping line at the core** supplemented by **terminals and inland**

Global Player

Top 5 Global Container Line

Slightly above-market growth in carefully selected growth markets

#1 for Quality

Undisputed #1 for Quality

Step-change in operational quality improvement, particularly on-time delivery (80%+), **best-in-class service personally and digitally**

Sustainability Accelerator

Sustainability Driver

Aligning ambitions with 1.5°C target of Paris Agreement: become carbon neutral in 2045*, and **reduce carbon emissions by 1/3rd until 2030**

Profitable through the cycle

Top Performing Carrier

Continued strong **financial performance**, secure and **develop the best team and state-of-the art technology**

*Our Net-Zero 2045 ambition builds on our DNV-verified roadmap and foresees progressive fleet renewal, efficiency improvements, network speed reductions and increasing use of alternative fuels, including e-fuels. Further information is available [here](#).

Our customers will benefit from Strategy 2030

Through our five strategic pillars...

...for our customers, we will...

STRATEGIC DIRECTION

Pureplay-Plus

NOT end-to-end logistics

...build a higher quality liner product through more control along the container transport chain

WHERE-TO-PLAY

Top 5 Global Container Line

...remain a truly global container line with a competitive offering

HOW-TO-WIN

Undisputed #1
For Quality

Sustainability
Driver

Top
Performing
Carrier

...continue to differentiate through best-in-class customer service and operational quality

...drive our own carbon emissions down to help decarbonize supply chains

...stay a reliable and financially sound partner through the cycles

We aspire to be the "Undisputed Number One for Quality" and are making a step change in operational performance

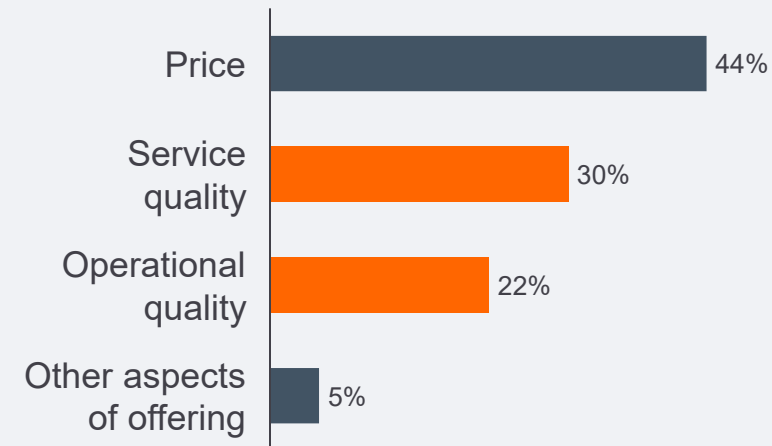
We adapted our quality promises in 4 clusters to cater for our customers needs



BASED ON...

>6,000 Customers surveyed

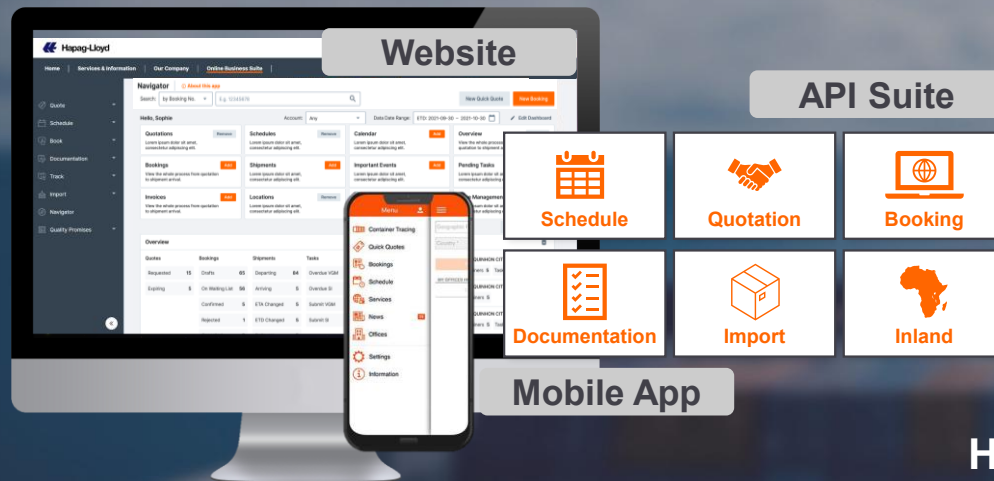
...QUALITY IS DECISIVE FOR >50% OF CUSTOMERS



We will deliver our quality service seamlessly through personal and digital interaction with our customers

DIGITAL

Best in class digital experience along the customer journey



Best-in-class digital user experience

Real-time & customizable Web & Mobile interface & APIs

Customer-specific personal touch value adds

PERSONAL

Customized, proactive solutions and consultative support through trained experts

Customized solutions



Empathy driven and intelligent personal touch

AI supported pro-active resolution

Gemini Cooperation



Ambition:

Industry leading schedule reliability of >90%

Accelerate decarbonization

Maintain cost competitiveness

Gemini Cooperation is an important cornerstone for our quality ambitions

Hapag-Lloyd and Maersk agreed on a long-term operational partnership which launched in 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

Real-time container tracking for all standard and reefer containers improves transparency along the supply chain

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”** available



**Looking forward
to the joint journey ahead!**

