

# Our Quality Promises to You

 STRATEGY  
**2030**

10.11.2025 Hamburg



# Strategy 2030 to become the “Undisputed Number One for Quality”



STRATEGIC DIRECTION

**>30**  
Terminals

**Pure Play Plus**

**>30%**  
Inland share

WHERE-TO-PLAY

**Top 5 Global Container Line**

Growth slightly above market

HOW-TO-WIN

<p><b>Undisputed Number One for Quality</b></p> <p><b>&gt;50</b> NPS   <b>&gt;80%</b> OTD<sup>1</sup> on box-level   <b>#1</b> Digital CX<sup>2</sup> vs. peers</p>	<p><b>Sustainability Driver</b></p> <p><b>~1/3</b> absolute CO<sub>2</sub> emissions reduction vs 2022</p>	<p><b>Top Performing Carrier</b></p> <p><b>Top</b> profitability   <b>-20%</b> Unit cost   <b>+30%</b> FTE productivity</p>
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The Quality Promises will be an important enabler to our Strategy



Reliability



Efficiency



Transparency

Our Quality Promises set a higher standard, bringing bold targets and new commitments that translate into real value for you:

- A **step change in operational quality** to boost your reliability.
- **Evolved service quality** tailored to your needs.

OUR QUALITY PROMISES TO YOU

11/10/2025



At Hapag-Lloyd, becoming the **‘Undisputed Number One for Quality’** is far more than a **slogan** – it’s a **promise** we make to our customers. It **provides guidance for all the daily decisions** across the globe and is the **cornerstone of our strategy**.

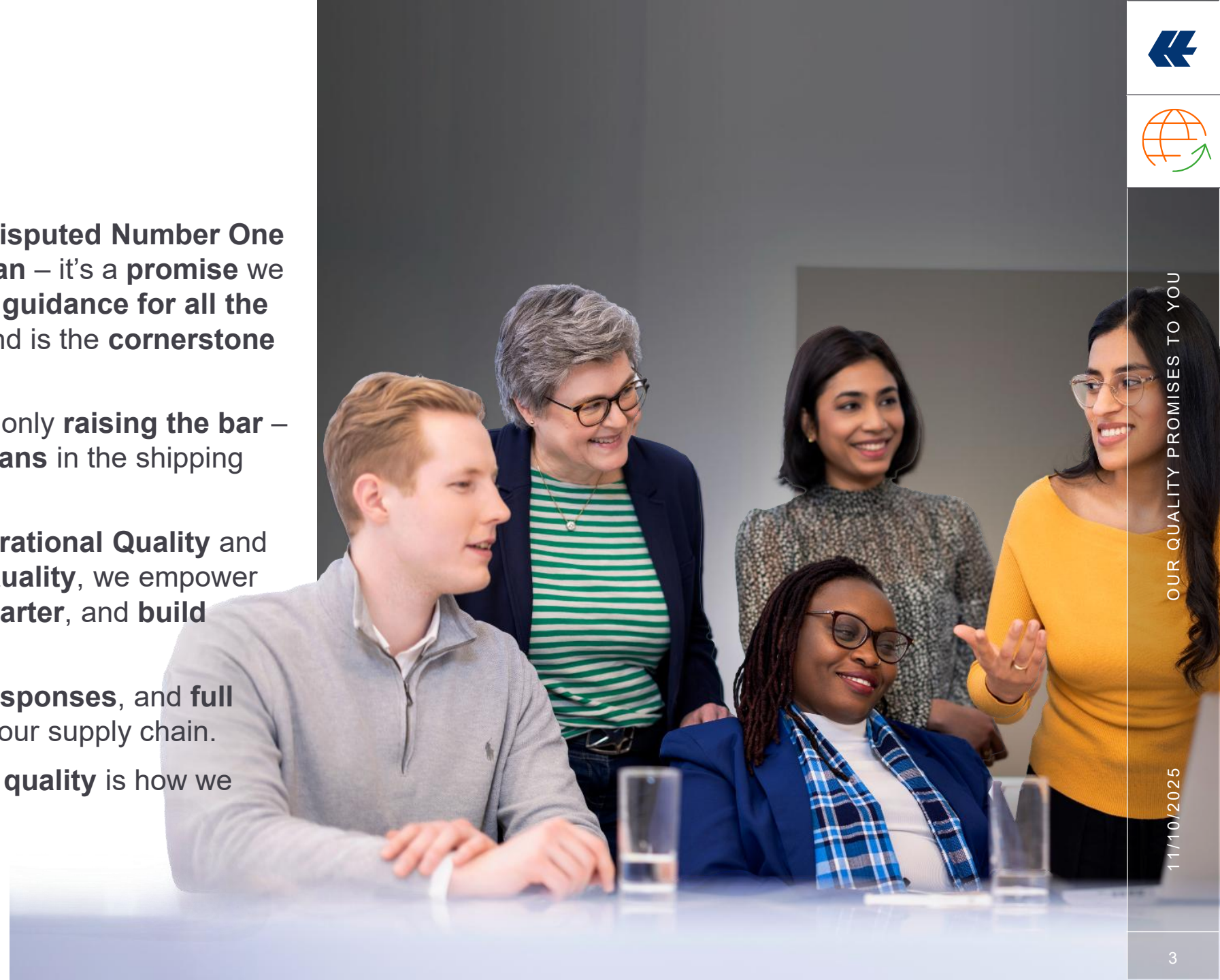
With our **Strategy 2030**, we are not only **raising the bar** – we are **redefining what quality means** in the shipping industry.

By delivering a **step change in Operational Quality** and an **evolved approach to Service Quality**, we empower you to **move cargo faster, plan smarter, and build deeper trust**.

This means **fewer delays, faster responses, and full transparency** across every link of your supply chain.

Your **success** is our **mission** – and **quality** is how we ensure you get there.

**Rolf Habben Jansen,**  
CEO of Hapag-Lloyd



OUR QUALITY PROMISES TO YOU

11/10/2025

# What does this mean for you?

## Putting You First: Our Strategy 2030

### Our Vision:

To be the benchmark of the container shipping industry, setting the quality standard and thereby creating genuine value for you.

**Hapag-Lloyd –  
Undisputed Number One for Quality**



# Enhancing Our S2030 Vision: Elevating Operational Quality with New Quality Promise – Equipment Availability



## STRATEGY 2030 – UNDISPUTED NUMBER ONE FOR QUALITY

LAUNCHED 9 QUALITY PROMISES IN MAY'2025

### OPERATIONAL QUALITY

- Schedule Reliability
- Loaded as Booked
- Accurate Arrival Notification

### SERVICE QUALITY

- Fast Booking Response
- Swift B/L Delivery
- Accurate Invoicing
- Effective Case Resolution
- Ease of Doing Business
- Always Accessible



Strengthening our commitment to Operational Excellence with the launch of:



### EQUIPMENT AVAILABILITY

Ensures timely exports, profitability and smooth supply chain flow



# Our Quality Promises are built around the Transport Value Chain, ensuring fewer delays, faster responses, and full transparency at every link of your supply chain



# Strategy 2030: Achieving a step change in Operational Quality and evolved Service Quality with Ten Quality Promises



## OPERATIONAL QUALITY



### Equipment Availability

- Ensure customers receive the equipment as per booking confirmation



### Loaded As Booked

- Ensure 95% of containers loaded as booked



### Schedule Reliability

- Top 3 among 13 largest carriers
- > 90% schedule reliability for Gemini network



### Accurate Arrival Notification

- 90% ETA accuracy prior arrival (long haul)<sup>1</sup>
- 95% ETA accuracy prior arrival (short haul)<sup>2</sup>

## SERVICE QUALITY



### Fast Booking Response

- T1: 85% bookings to be responded in 15 mins
- T2: 90% bookings to be responded in 1 hour



### Effective Case Resolution

- T1: 80% cases resolved within 4 business hours
- T2: 95% cases resolved within 16 business hours



### Swift BL Delivery

Provide a correct draft B/L in 80% of cases in 2 hours



### Accurate Invoicing

- Ensure 97% of invoice accuracy



### Always Accessible

- 90% calls answered within 12 seconds
- 97% of call pick up rate



### Ease of Doing Business

- 80% of shipments delivered without any cases and calls

# A shared commitment to the Quality you deserve – Where we need your support

Delivering on our promises will only work if our customers are equally accountable for delivering on their commitments to Hapag-Lloyd. We call this mutual commitment the “**handshake with our customers**”.

This should be done in a **spirit of true partnership**, which we want to further **strengthen**.

## Quality Promises

- Fast Booking Response
- Effective Case Resolution
- Loaded as Booked
- ...



## Customer Commitments

- Submitting accurate, complete shipment details
- Submit all relevant information with your first contact
- Good cooperation in gating-in your full containers as agreed
- ...



# Creating Transparency: Track (y)our performance 24 hours a day, 7 days a week, 365 days a year



## Are we keeping our Quality Promises?

Check how we deliver on our Quality Promises compared to our targets. For any time. For any location. For any business we have delivered for you.



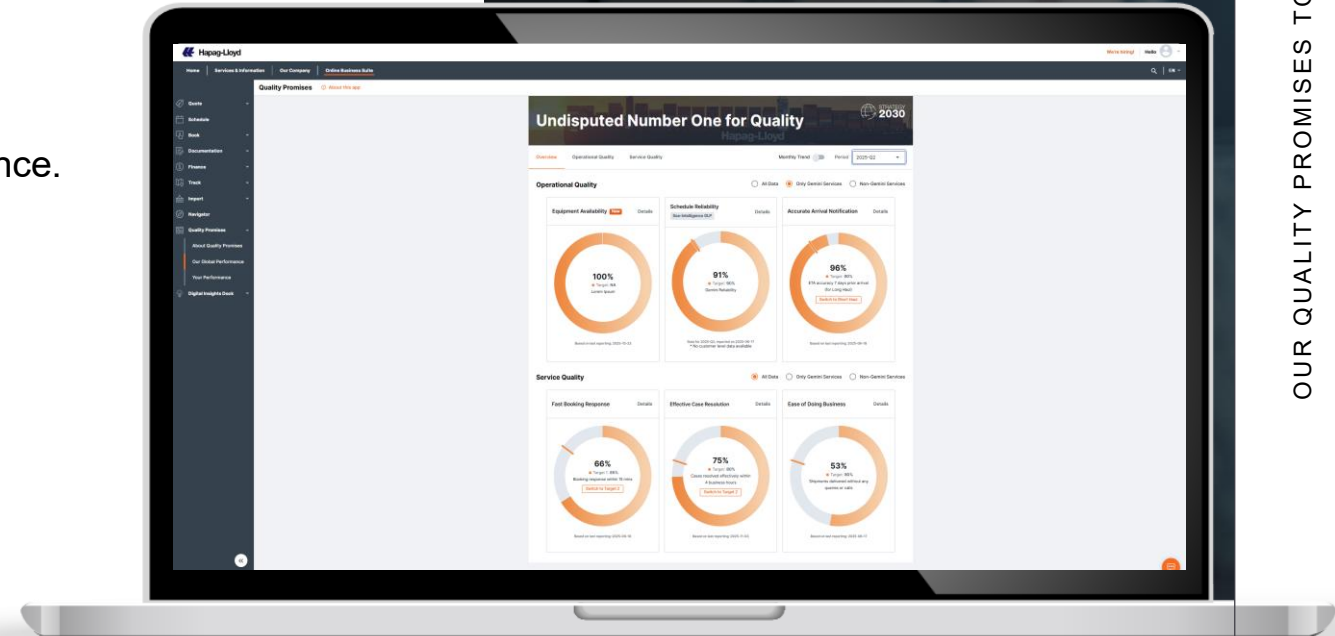
## Your benefits?

- Improved transparency on our quality delivery performance.
- Fact-based discussions with detailed information.
- Clear idea about which services you can expect.
- Clear picture of what you have received and paid for.
- Hapag-Lloyd's commitment to perform on quality.



## How can I gain access?

You can access the QP Customer Dashboard via our [Hapag-Lloyd Website](#). Check it out! For the user's manual, please visit [here](#) on our corporate website.



# Operational Quality: Equipment Availability

New

## Our Targets:

Ensure customers  
receive **the equipment**  
**as in the booking**  
**confirmation**



### What does this Quality Promise mean?

We commit to ensure customers receive the equipment as in the booking confirmation, providing reliable access to containers across our global network.



### What is in it for you?

- Reliable container supply when and where you need it, as confirmed in your booking.
- Fewer disruptions to your export planning and production schedules.
- Reduced extra costs from rescheduling, storage, or last-minute equipment sourcing.
- Greater planning security and smoother supply chain flow through consistent equipment availability.



### Where do we need your close collaboration?

To support reliable equipment availability, we depend on early shipment forecasts, accurate booking data, and timely pickup and return of containers.



# Operational Quality: Schedule Reliability

Our Targets:

**Top 3**  
among 13  
largest carriers

**> 90%**  
Schedule Reliability for  
Gemini network



## What does this Quality Promise mean?

We aim to provide an industry-leading schedule reliability to enable smooth cargo connections and more efficient long-term planning.

Our goals<sup>1</sup>:

- Rank amongst the Top 3 of the 13 largest carriers for the overall Hapag-Lloyd network, as reported by Sea-Intelligence
- Schedule reliability of over 90% for the Gemini network



## What is in it for you?

- Reliable arrival information as enabler for more efficient long-term planning.
- Improved supply chain integrity helps reduce inventory and costs.
- Meet delivery commitments for your own customers.
- Schedule reliability details available on the Quality Promise Customer Dashboard.



## Where do we need your close collaboration?

To help us deliver, we rely on your accurate volume forecasts, early heads-up, and close communication with us in case of any changes to your booking plans.



# Operational Quality: Loaded as Booked



## Our Target:

Ensure  
**95%**  
of containers  
Loaded as Booked



### What does this Quality Promise mean?

We have set ourselves the goal to load at least 95% of our customers' containers as per booking confirmation.<sup>1</sup>



### What is in it for you?

- Missed loadings lead to delays, extra admin work, and higher costs.
- Hapag-Lloyd ensures your cargo is loaded as booked to avoid these issues.
- Fewer rolls improve supply chain flow and planning security.
- Reduced administrative effort and commercial costs save you time and money.
- Helps maintain your reputation as a reliable logistics or business partner.



### Where do we need your close collaboration?

To help us deliver, we rely on your good cooperation in gating-in your full containers as per agreement in the booking confirmation's terms and conditions.

<sup>1</sup> Evolved from 2023 Targets: Target remains unchanged; scope has been expanded.

# Operational Quality: Accurate Arrival Notification

## Our Targets:

**90%**

ETA accuracy 7 days  
prior arrival (long haul)

**95%**

ETA accuracy 3 days  
prior arrival (short haul)



### What does this Quality Promise mean?

We are committed to improve the accuracy of the vessel arrival times as provided in the Arrival Notification, aiming for:

- 90% accuracy for long haul shipments<sup>1</sup>
- 95% accuracy for short haul shipments<sup>2</sup>



### What is in it for you?

- Receive accurate Arrival Notifications from us well ahead of your shipment's arrival at the port of delivery – no need to search multiple websites for information.
- Accurate Arrival Notifications supported by innovative tracking technology will improve your short-term planning significantly.



### Where do we need your close collaboration?

Hapag-Lloyd handles Accurate Arrival Notification – no commitment required from you.



# Service Quality: Fast Booking Response

## Our Targets:

**85%**

Bookings to be  
responded in

**15 min.**

**90%**

Bookings to be  
responded in

**1 hour**



### What does this Quality Promise mean?

We have set ourselves the target to issue booking responses within 15 minutes in 85% of cases, and within one hour in 90% of cases.<sup>1</sup>



### What is in it for you?

- Hapag-Lloyd aims to provide a fast, easy, and transparent booking process.
- Ensuring your booking is received and responded gives you peace of mind.
- A confirmed booking allows you to focus on other important tasks and priorities.
- Hapag-Lloyd prioritizes supporting your business operations wherever they are involved.



### Where do we need your close collaboration?

To help us deliver, we need you to commit to submitting accurate and complete shipment details for each of your booking requests.



# Service Quality: Swift BL Delivery

## Our Target:

Provide a correct  
draft Bill of Lading in  
**80%**  
of cases in  
**2 hours**



### What does this Quality Promise mean?

We have set ourselves the goals to send our customers a draft bill of lading within 2 business hours in 80% of cases.<sup>1</sup>



### What is in it for you?

- Hapag-Lloyd ensures accurate and timely delivery of your draft bill of lading.
- Minimizing time spent on amendments allows you to focus on other daily tasks.
- Well-documented proof of shipment benefits communication with customers, banks, and insurance companies.
- Proper documentation can help you receive payments sooner from relevant parties.



### Where do we need your close collaboration?

To help us deliver, we need you to commit to providing accurate and complete shipping instructions in one submission before documentation cut-off.



# Service Quality: Accurate Invoicing

Our Target:

Ensure  
**97%**  
of Invoice Accuracy



## What does this Quality Promise mean?

We have set ourselves the goal to provide our customers with an accurate invoice at least 97% of the time.<sup>1</sup>



## What is in it for you?

- Hapag-Lloyd ensures accurate invoicing based on mutually agreed terms.
- Transparent transportation costs support your financial planning.
- Clear invoicing helps assess risks of potential revenue leakages from errors.
- Accurate invoices reduce time spent on corrections, allowing more focus on payment processing.



## Where do we need your close collaboration?

To help us deliver, we need you to commit to providing accurate and complete data inputs for invoice completion.



# Service Quality: Effective Case Resolution

## Our Targets:

80%  
cases resolved within  
**4 hours**

95%  
cases resolved within  
**16 hours**



### What does this Quality Promise mean?

We aim to resolve 80% of all cases within 4 business hours and 95% within 16 business hours with effective solution offered.<sup>1</sup>



### What is in it for you?

- Hapag-Lloyd provides direct and efficient support through industry-specialized customer service representatives.
- Streamlined processes and a new case management system ensure swift handling of your requests.
- Efficient case resolution minimizes unnecessary correspondence.
- Timely solutions help you respond quickly to your stakeholders.
- Relying on Hapag-Lloyd's premium service brings relief in daily operations and boosts productivity.



### Where do we need your close collaboration?

To help us deliver, we ask for your commitment to submit all relevant information with your first contact and support our representatives when further details to resolve your case are needed.



# Service Quality: Always Accessible

## Our Targets:

90%  
calls answered within  
12 sec.

97%  
of Call Pick up Rate



### What does this Quality Promise mean?

We aim to answer your calls within 12 seconds in at least 90% of the time and intend to have a call pick-up rate of 97%.<sup>1</sup>



### What is in it for you?

- Prompt access to the right Customer Service executive using a PIN, case, or shipment number.
- Competent support provided by industry specialists.
- Operational efficiency reduces wait times on calls.
- Click-to-dial feature from emails connects you directly to the right expert.
- No need to navigate additional phone menu options.
- Advanced case management and a standardized global phone system ensure swift resolution of your requests.



### Where do we need your close collaboration?

To help us deliver, we ask for your commitment to provide a PIN, case or shipment number and stay on the line post your input for a minimum of 12 seconds.



# Service Quality: Ease of Doing Business

Our Target:

**80%**  
of Shipments  
delivered without any  
Cases and Calls



## What does this Quality Promise mean?

Hapag-Lloyd aims to minimize the need for customers to contact us, by proactively managing their business and ensuring that >80% of shipments are handled smoothly without customer intervention.



## What is in it for you?

- Faster, more intuitive information exchange and proactive support help resolve issues quickly and save your valuable time.
- Streamlined workflows with fewer handovers and touchpoints enhance planning and reduce unnecessary back-and-forth.
- A seamless digital journey with improved navigation and optimized processes makes daily interactions easier.
- Consistent global standards and reliable service levels – no matter the region or trade lane – ensure a smooth experience.



## Where do we need your close collaboration?

Hapag-Lloyd handles Ease of Doing Business – no commitment required from you.





**Please contact us  
if you have questions!**

Your local Hapag-Lloyd Sales  
Representative would be happy to hear  
from you!

Find your local office [here](#)





# Disclaimer

## Forward-looking Statements

This presentation contains forward-looking statements that involve a number of risks and uncertainties. Such statements are based on a number of assumptions, estimates, projections or plans that are inherently subject to significant risks, uncertainties and contingencies. Actual results can differ materially from those anticipated in the Company's forward-looking statements.