

Annual General Meeting 2023

Rolf Habben Jansen, CEO

Hamburg, 3 May 2023



Review of the Financial Year 2022



High transport demand at the beginning, followed by a significant drop in demand in the second half of the year



Significant increase in transport costs due to bottlenecks in supply chains and high inflation



Gradual **decline in spot freight rates** with simultaneous dissipation of port congestion



Increase of **Group profit to EUR 17 bn** thanks to higher average freight rates



Supervisory Board and Executive Board are proposing a **dividend of EUR 63 per share**

Hapag-Lloyd's social commitment worldwide

ACTIVITIES WITHIN SCOPE OF HAPAG-LLOYD CARES



01 | WORLDWIDE

Organization of Coastal Cleanup Days in cooperation with DHL

02 | HAMBURG

Promotion of local associations and aid initiatives

03 | AFRICA

Commitment to education and the environment together with UNICEF

04 | UKRAINE

>30 humanitarian aid operations conducted

05 | TURKEY & SYRIA

Humanitarian aid for earthquake areas

06 | SOUTHEAST ASIA

Support of local environmental initiatives

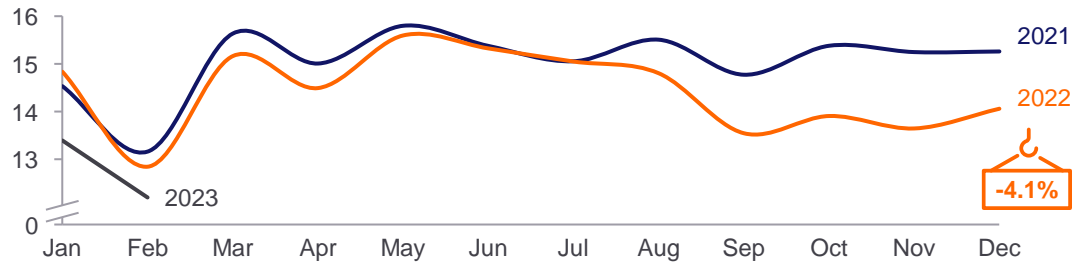
07 | SOUTH AMERICA

Support for reforestation projects

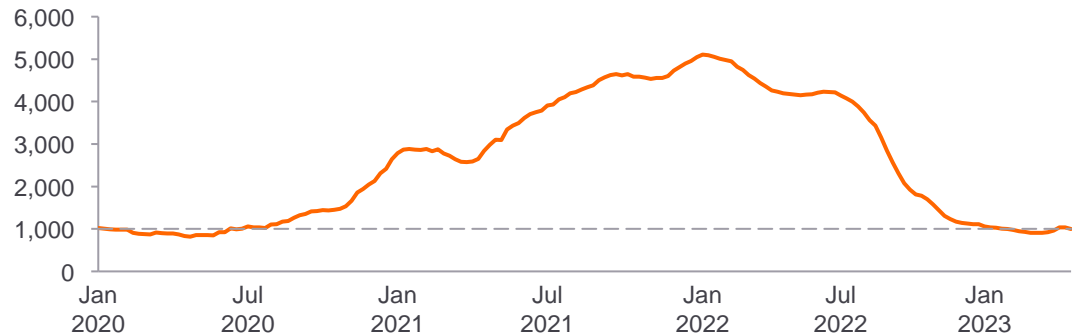


Demand weakened over the course of the financial year

GLOBAL CONTAINER VOLUMES [TEU m]



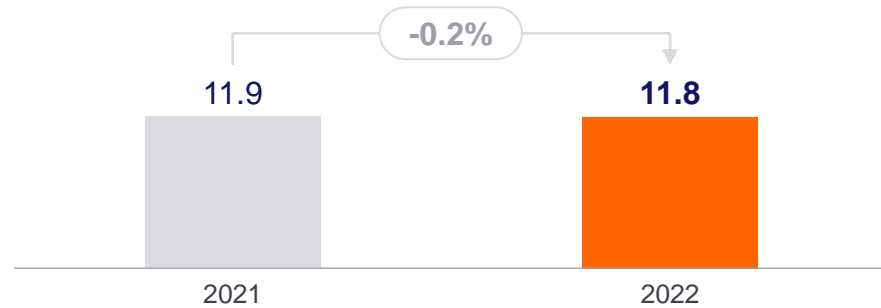
SHANGHAI CONTAINERIZED FREIGHT INDEX [USD/TEU]



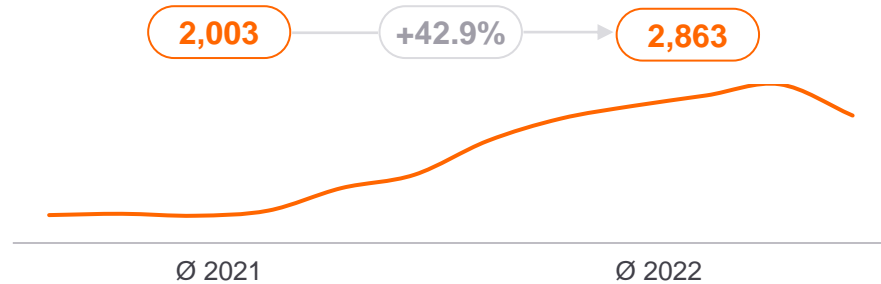
Source: CTS, SSE

Revenue increase of 55% due to significantly higher freight rates

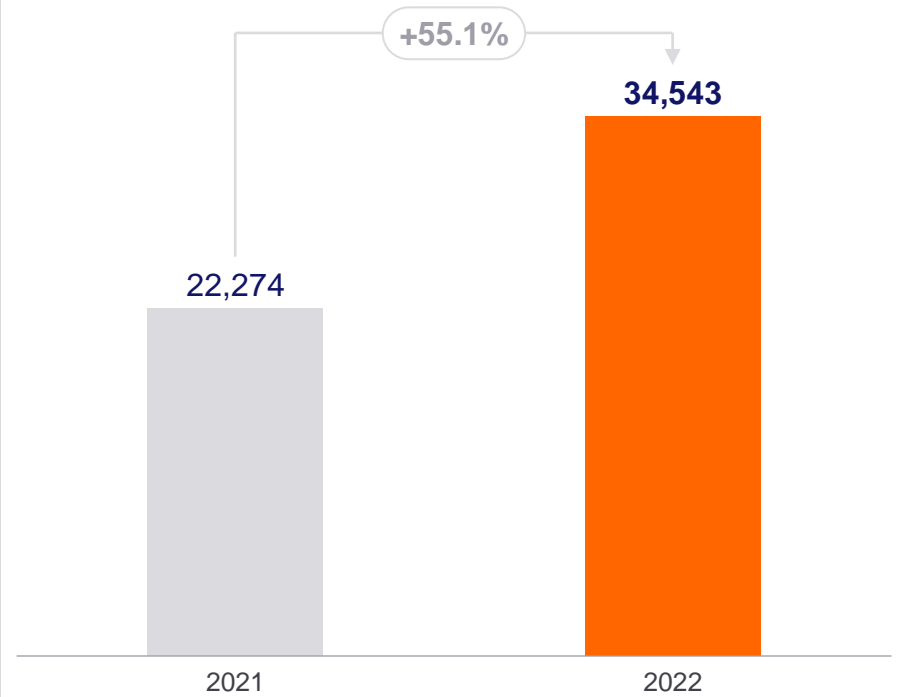
TRANSPORT VOLUME [TEU m]



FREIGHT RATE [USD/TEU]

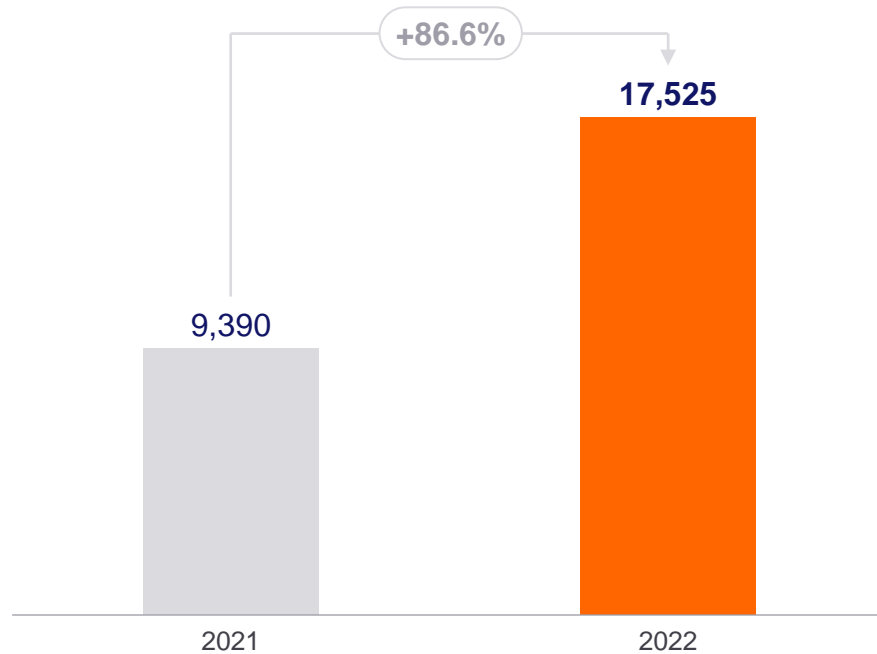


REVENUE [EUR m]

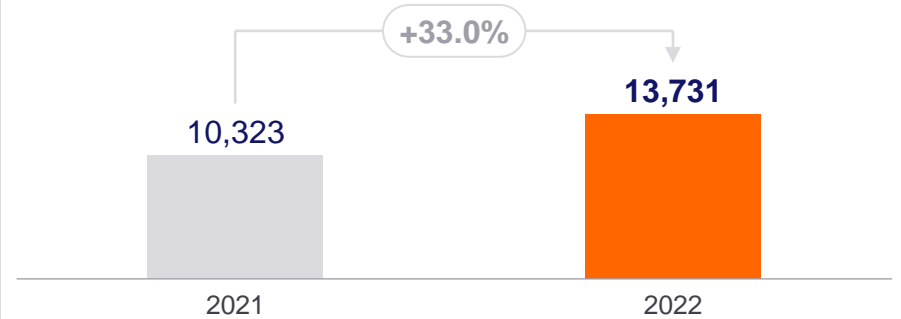


Improvement of group profit to EUR 17 bn despite significantly increased transport costs

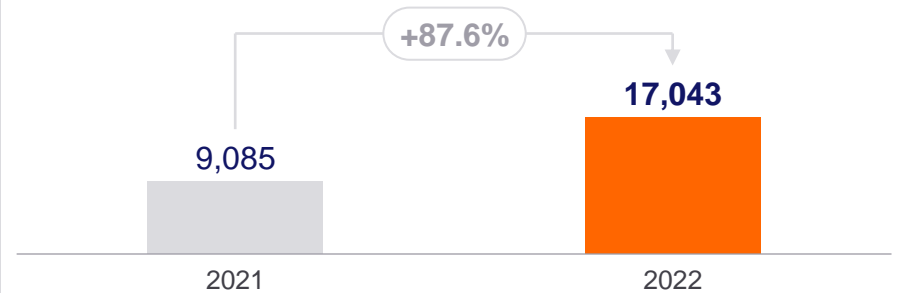
EBIT [EUR m]



TRANSPORT COSTS [EUR m]

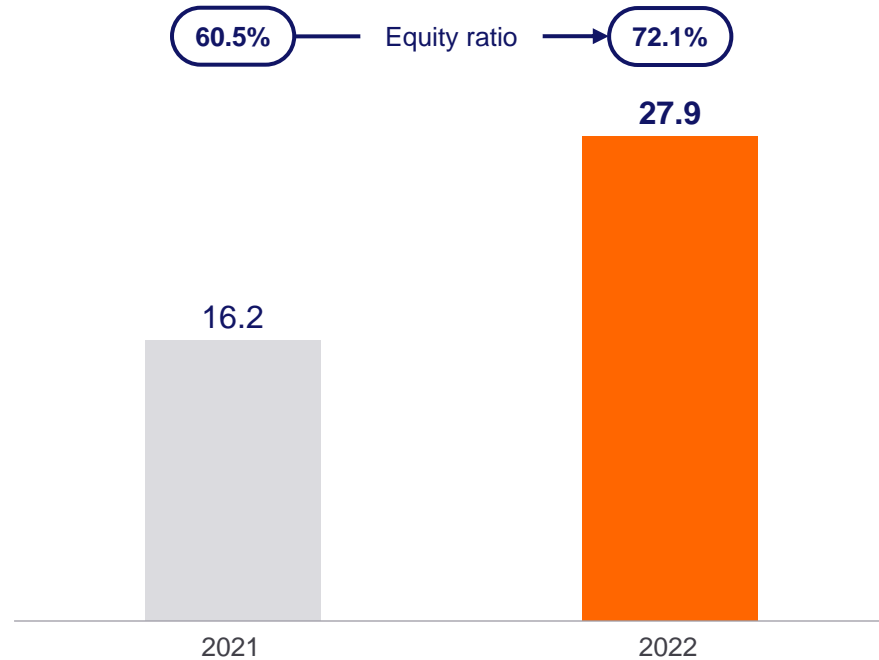


GROUP PROFIT [EUR m]

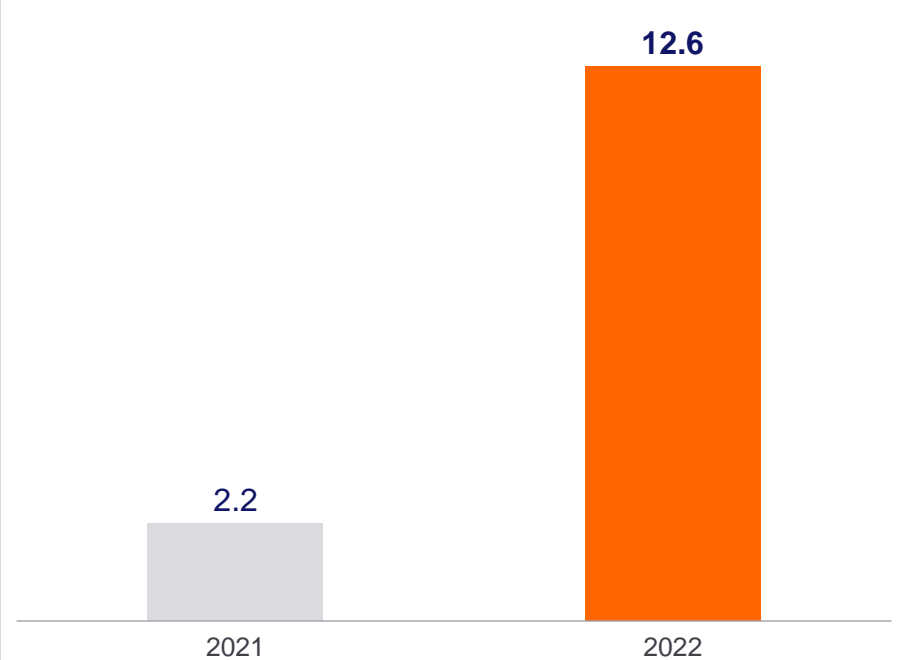


Significant increase of net liquidity to EUR 12.6 bn

EQUITY [EUR bn]



NET LIQUIDITY [EUR bn]

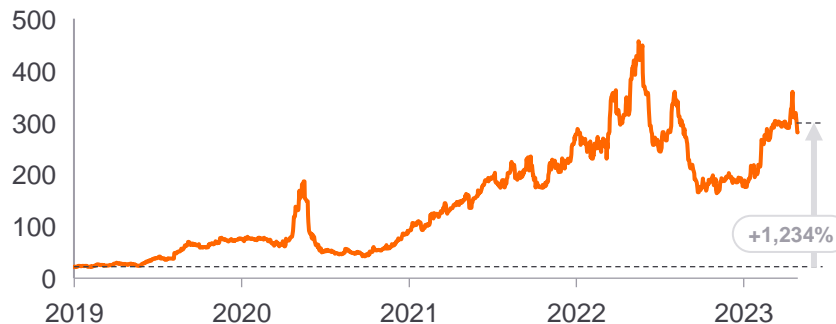


Supervisory Board and Executive Board are proposing a dividend of EUR 63 per share

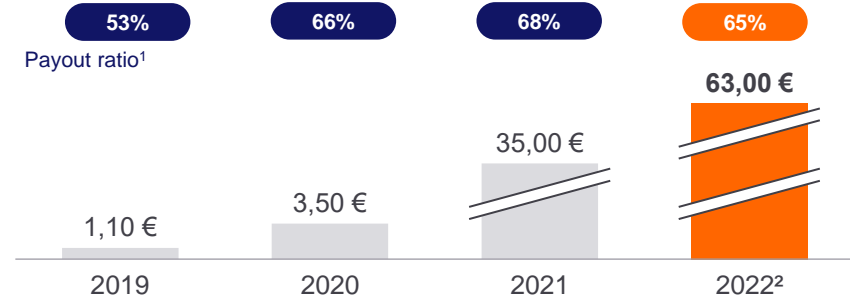
EARNINGS PER SHARE



HAPAG-LLOYD SHARE PRICE DEVELOPMENT [EUR]



DIVIDEND PER SHARE AND PAY OUT RATIO



Dividend yield: **35.5%**³

STRATEGY 2023

1

SIMPLIFY

Improve customer experience and reduce complexity

2

STRENGTHEN

Double efforts to become "Number One for Quality"

3

INVEST

Investment in staff, sustainable assets and long-term competitiveness

Execute further on our strategic agenda



Operative Quality



Digitalization and Innovation



Fleet, Network & Equipment



Growth in attractive markets



Sustainability & Decarbonization



Investments in Infrastructure

By meeting our quality goals, we were able to further improve customer satisfaction

QUALITY PROMISES

Apr 2023 vs.
2019/2021



95%
89%

Timely and correct documentation
Issuance of final bills of lading within 8 hours



100%
100%

Booked and loaded as agreed
Compliance with volume agreements



97%
89%

Swift issue resolution
Processing of inquiries within 24 hours



92%
63%

Responsive service
Answered calls within 12 seconds

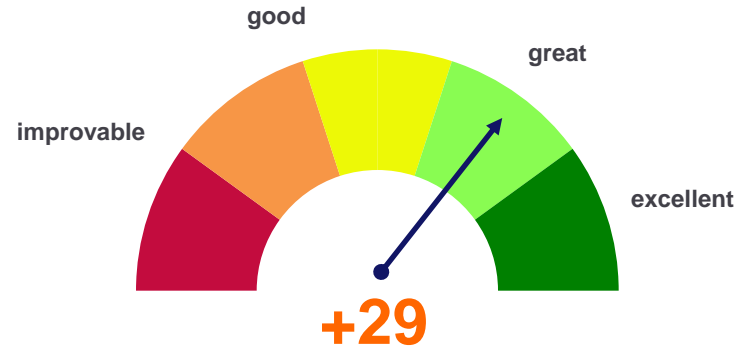


55%
74%

Reliable transport
On-time arrival

RECOMMENDATION RATE – NPS (Net Promoter Score)

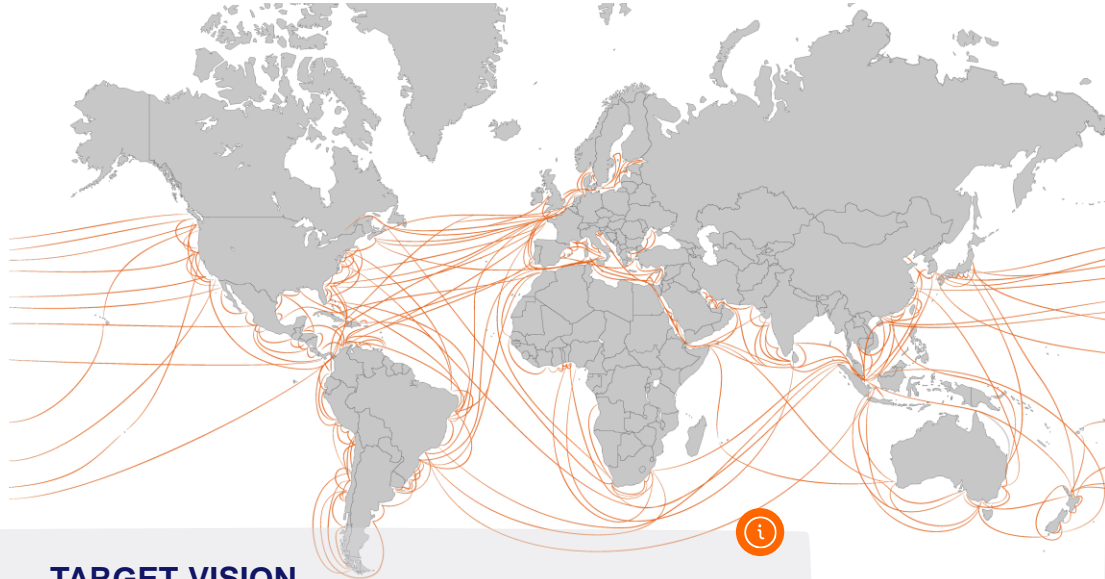
Increase to highest level since survey began in 2018



NET PROMOTER SCORE

Preliminary results of the most recent customer survey indicate a further improvement to >40.

We have started to make Hapag-Lloyd's line network more robust and simple



TARGET VISION

More focused services with larger ships at lower slot costs.

NETWORK SIMPLIFICATION

Steps

- Gradual consolidation of the line network and port calls with the result that turnaround times are reduced
- Maintaining presence in key ports and attractive markets
- Use of larger vessels

Current status

- Completion of the concept phase and establishment of a detailed schedule
- First implementation for Latin America-related trades started

With new ships we are strengthening our position in important trades

NEWBUILDINGS

Dual-Fuel LNG

12 x 23,5 + k TEU

delivery 06/23 – 04/25

High Reefer

10 x 13k TEU

delivery 07/22 – 09/24

LONG-TERM CHARTER

New Workhorses

9 x 14k TEU

Ø charter period: 5 years

Workhorses

11 x 10k TEU

Ø charter period: 7 years

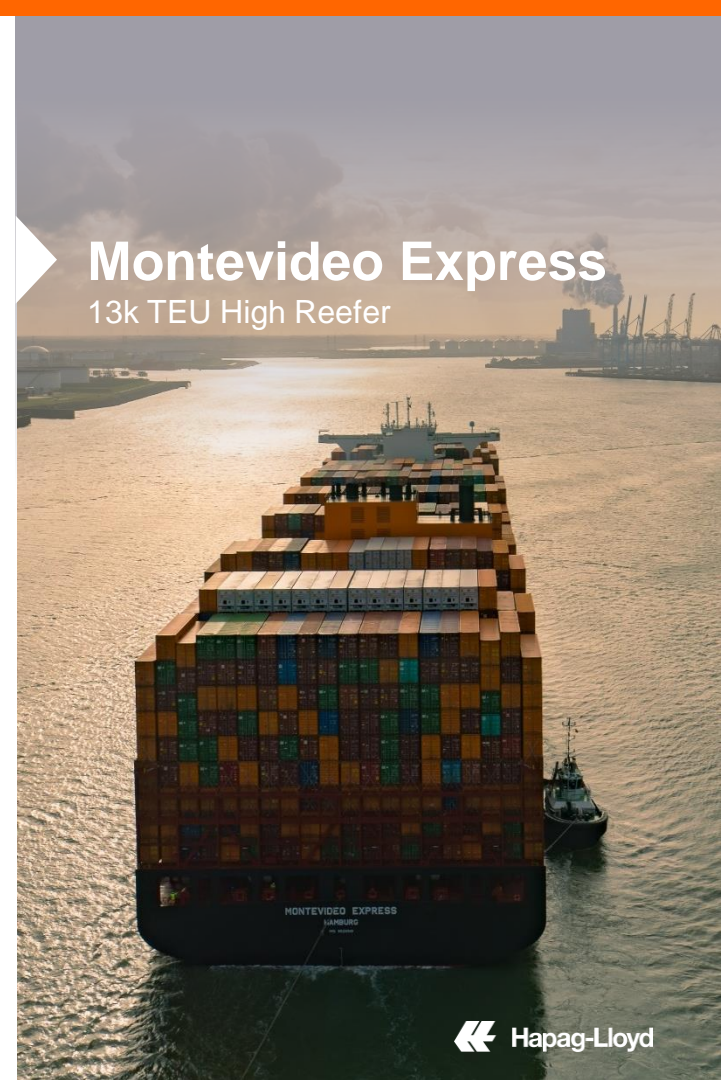
High Reefer

6 x 6,8k TEU

Ø charter period: 5 years

Montevideo Express

13k TEU High Reefer





Retrofitting of more than
150 vessels



The fleet optimization program increases the efficiency of our fleet

„LOADABILITY PUSH“

Increase of slot capacity by means of ...

- Extension of the lashing bridge systems
- Increase in draught
- Raising the bridge

70 – 100 TTEU
Capacity increase

USD 360 m
Σ Investments

2 – 3 years
Amortization period



FUEL EFFICIENCY

Increase in fuel efficiency by...

- New propellers
- New flow-optimized bulbous bows
- Improved coatings
- Optimization of engines

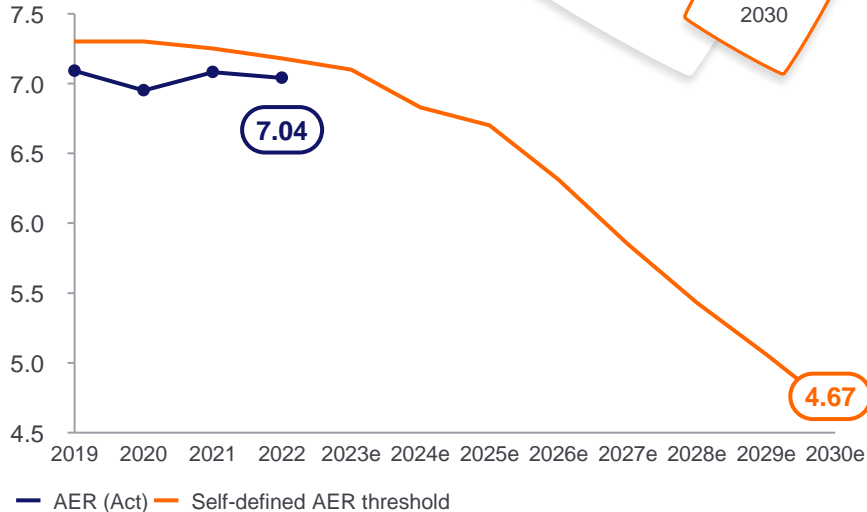
6 – 7%
Fuel savings

USD 390 m
Σ Investments

1 – 2 years
Amortization period

Our goal is to successively reduce CO₂ intensity by 2030 and make our customers' supply chains more sustainable

CO₂ INTENSITY OF THE FLEET IN OWNERSHIP [AER]¹



SHIP GREEN PRODUCT

Emissions Avoidance

- With "Ship Green", customers can opt for **up to 100% emission-free sea transport** of their cargo in the future
- By using **biofuel**, CO₂ emissions can be further reduced in a targeted manner

Book Online

- **Easy activation** via the standardized online booking process
- **Global availability** without restriction on the respective route and region

Full transparency

- **Ship Green Tool** provides full transparency on emissions avoided
- Level of emissions avoidance is independently certified through **Ship Green Declaration**



The digitization of our business continues to gain momentum

INVESTMENT IN DIGITALIZATION



New IT locations

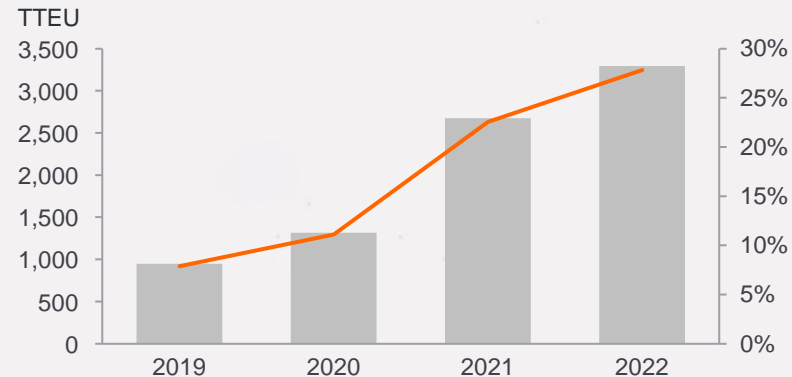
- Opening of the **Hapag-Lloyd Technology Center** in Chennai (India) in April 2023 in cooperation with our partner Solverminds
- Expansion of the **Hapag-Lloyd Knowledge Center** in Gdansk
- Expansion of the **IT location in Hamburg**



New digital solutions

- More than **20 digital products** available online
- **Renewal** of Hapag-Lloyd **IT infrastructure** and operational system in full progress

DEVELOPMENT OF ONLINE BOOKED VOLUME



IMMEDIATE BOOKING



QUICK

+24

24/7 AVAILABILITY

■ Quick quotes transport volumes — QQ proportion of total transport volume

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



STANDARD CONTAINER

- Monitoring by battery and solar powered IoT devices
- Equipment of the vast **majority of standard containers by the end of 2023** and 100% by the end of 2024
- The first data-driven products are now available for selected customers

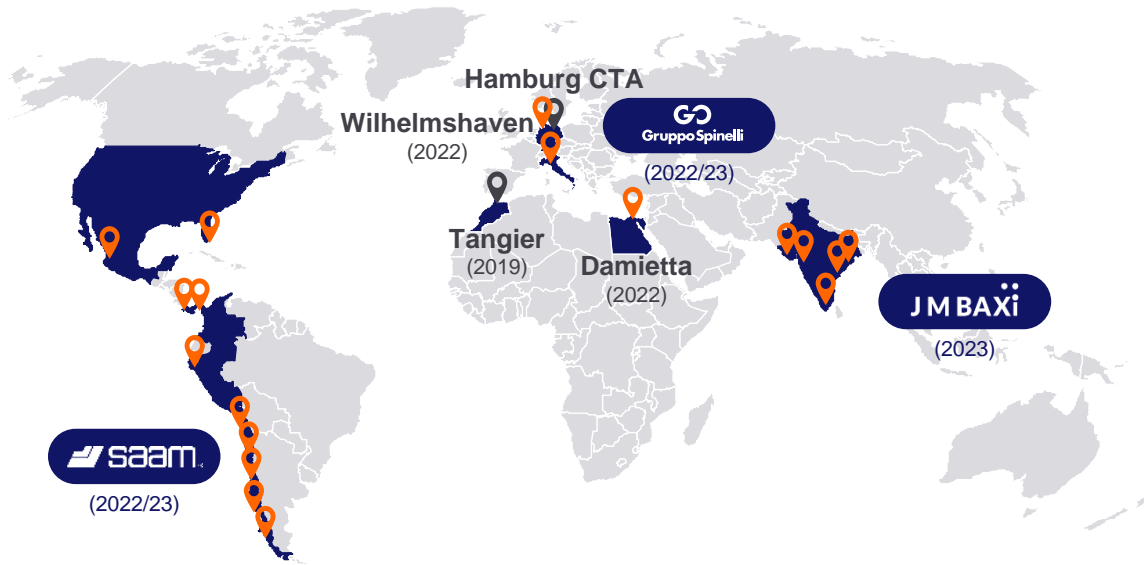


REEFER CONTAINER

- Monitoring of temperature-sensitive cargo with our product **Hapag-Lloyd LIVE**
- Meanwhile **>75% of the refrigerated containers** are equipped **with tracking devices**

The establishment of a global terminal portfolio will contribute to quality improvement and cost optimization

INVESTMENTS IN CONTAINER TERMINALS



📍 Current acquisitions (year of investment)

INVESTMENT STRATEGY

In line with our hub and transshipment strategy, we aim to improve our **access to key locations** and **build an infrastructure portfolio**



Reduce complexity



Improve relevance



Reducing & improving container throughput

We have strengthened our core business with the recent terminal investments in Europe and the Mediterranean

EUROPE & MEDITERRANEAN

Hamburg CTA and Wilhelmshaven

Important North European gateways



Spinelli (Italy)

Strengthening our market position in the Mediterranean by gaining access to major Italian gateway terminals with excellent hinterland capabilities



Tangier and Damietta

Dedicated strategic transshipment hubs in West and East Mediterranean to support our hub & transshipment strategy



The takeover of SAAM Ports & Logistics reinforces our competitiveness within the Latin American market

LATIN AMERICA

SAAM Ports & Logistics

is a Chilean terminal operator and logistics company



(2022/23)

10 Terminals

operated in Latin America and the USA



3.5 TEU m

container throughput p.a. (2021)



Full-service portfolio

in the area of terminal operations and logistics



Nucleus

 to build up

a robust and attractive **terminal portfolio**



Acquisition is subject to antitrust approval

The acquisition of 40% share in J M Baxi offers a better access to the fast-growing Indian market

INDIA

J M Baxi

is a leading private terminal and transport service provider in India

J M BAXI

(2023)

Operates 5 Container terminals

and has recently won concessions for terminals in **Nhava Sheva** and **Tuticorin**



1.6 TEU m

container throughput p.a.



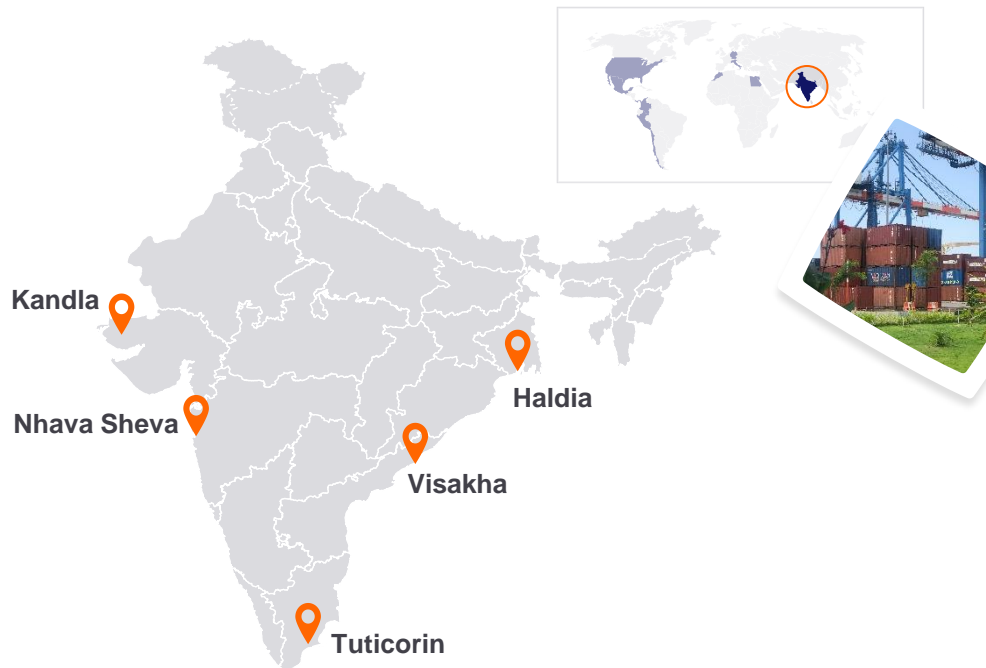
Significant hinterland capabilities

such as train connections, warehousing, cold storage, container depots, etc.



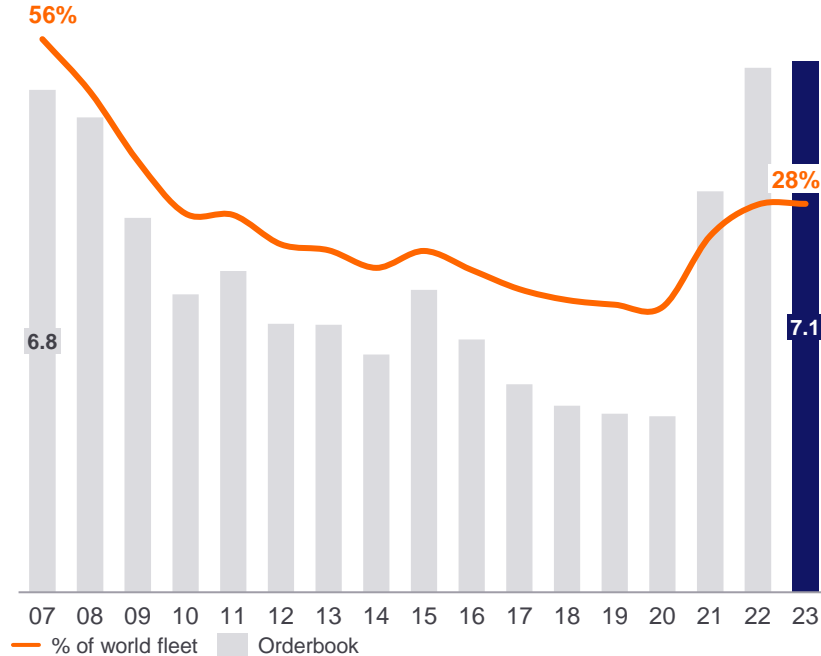
India

offers **attractive growth opportunities** due to its fast-growing economy and still low degree of containerization

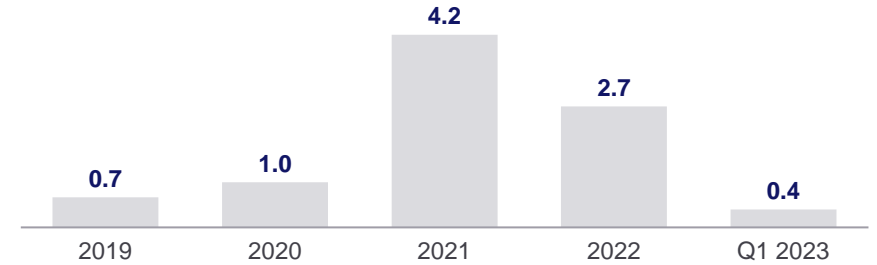


Ship orders are at their highest level since 2009

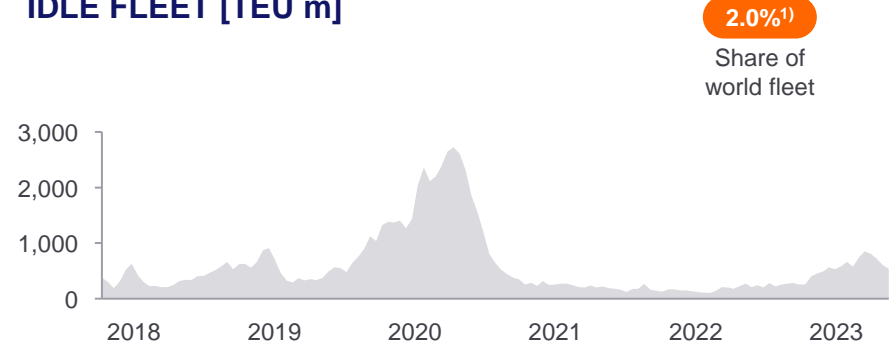
ORDER BOOK RELATIVE TO WORLD FLEET [TEU m; % of world fleet]



NEW VESSEL ORDERS [TEU m]

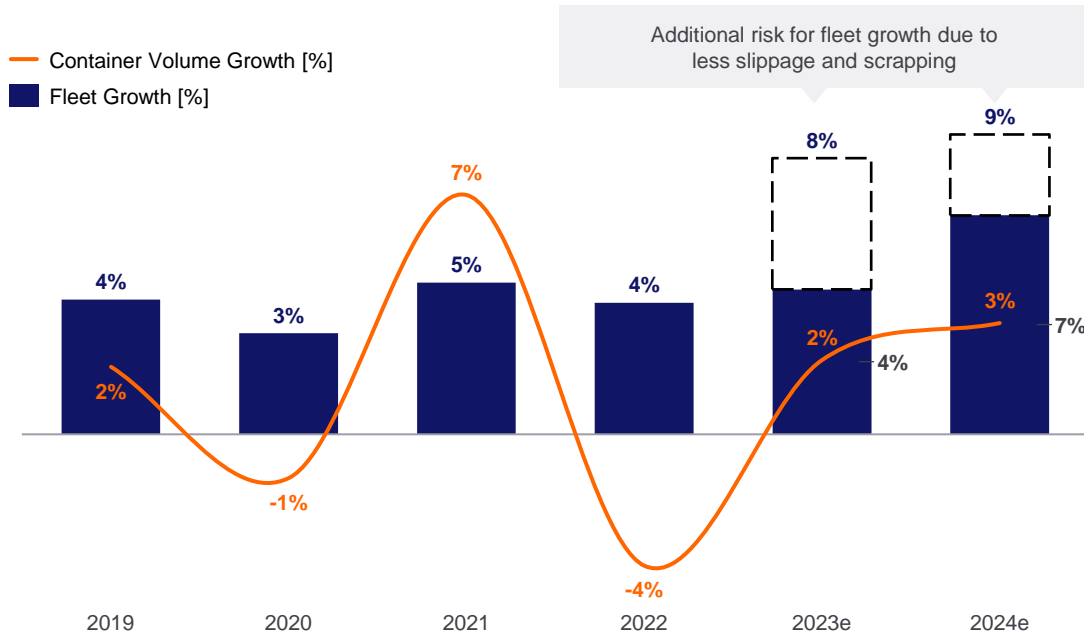


IDLE FLEET [TEU m]



Global supply will likely outpace demand in the next two years

GLOBAL DEVELOPMENTS OF SUPPLY AND DEMAND



Demand likely to remain subdued until destocking cycle is completed



Strong inflow of new capacity expected



Scrapping, slippage and slow steaming will offset strong newbuild supply partly








Supply will likely outpace demand in 2023 & 2024 making an active cost management inevitable

Outlook 2023



Gradual normalization of earnings expected in the course of 2023

	FY 2022	Outlook 2023
 TRANSPORT VOLUME	11,843 TTEU	Increasing slightly
 BUNKER CONSUMPTION PRICE	753 USD/mt	Decreasing clearly
 FREIGHT RATE	2,863 USD/TEU	Decreasing clearly
 EBITDA	EUR 19.4 bn	EUR 4.0 – 6.0 bn
 EBIT	EUR 17.5 bn	EUR 2.0 – 4.0 bn

Note: Our earnings perspective is based on the assumption of an average exchange rate of 1.09 USD/EUR

Refinement of Strategy 2023

Focus on quality, profitability and remaining a global player

Implementation of the Simplify, Strengthen, Invest measures

2018

2019

2020

2021

2022

2023

2024

Announcement of Strategy 2023

Extension of the strategy to include the fourth pillar of sustainability

Completion of Strategy 2023 and development of a new medium-term strategy

Start of the new medium-term strategy

Strategy 2030

Setting the strategic course up to the year 2030

Priorities for 2023



Focus on service quality and customer satisfaction

Continue with a prudent financial policy

Work further on building our terminal portfolio

Strengthen sustainability and decarbonization efforts

Adapt to evolving market conditions

Maintain a competitive cost base

Investments in our teams

Development of a new medium-term strategy



THANK YOU!