Hapag-Lloyd

Alternative Kraftstoffe für die Schifffahrt

10. Maritimes Fachgespräch

Hamburg, 19. Februar 2026

With our new Strategy 2030, we aim to become the "Undisputed Number One for Quality"

STRATEGIC DIRECTION

Pure Play Plus

>30
Terminals

>30%
Inland share

WHERE-TO-PLAY

Top 5 Global Container Line

Growth slightly above market

HOW-TO-WIN

Undisputed Number One for Quality

>50
NPS

>80%
OTD[1] on box-level

#1
Digital CX[2] vs. peers

Sustainability Driver

~1/3
absolute CO_2 emissions reduction vs 2022

Top Performing Carrier

Top
profitability

-20%
Unit cost

+30%
FTE productivity

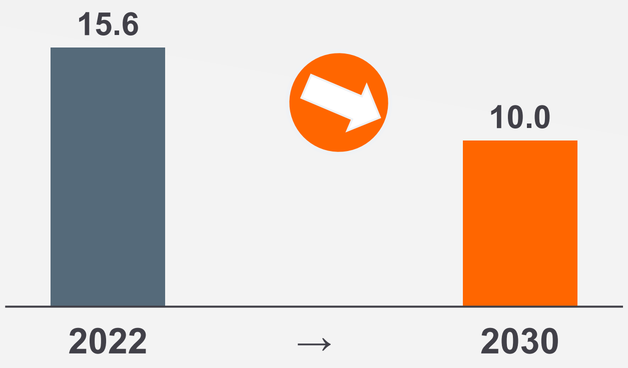
[1] OTD = On Time Delivery [2] CX = Customer Experience

Our Strategy 2030 decarbonisation targets are fully 1.5°C aligned

CO_2e reduction targets for entire Hapag-Lloyd vessel fleet

1 Absolute

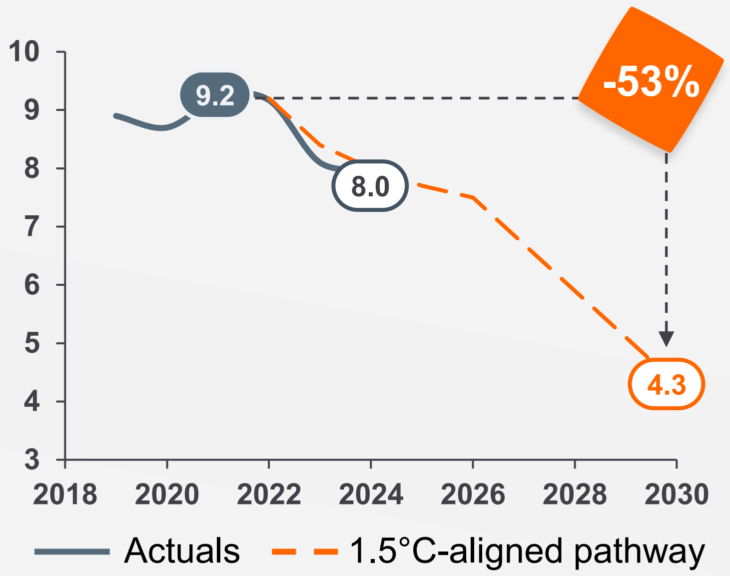
~1/3 to 10.0 mt
until 2030 vs 2022



2 Relative (AER)

~53% to 4.3
until 2030 vs 2022

Actual/allowed average WtW AER [gCO_2e/dwt NM][1]



[1] The weighted average Well-to-Wake Average Efficiency Ratio ("AER") of the operated fleet in g CO2e/dwt x NM.

3 Fully aligned with
1.5°C pathway
Paris Agreement

4 **Net zero**
by 2045

We have defined four levers to reduce our CO_2e emissions

Fleet emission reduction levers

1. **Fleet growth & renewal**
   New, larger and more efficient dual-fuel vessels

2. **Fleet upgrade**
   Technical levers to reduce fuel consumption

3. **Network efficiency**
   Reducing service speed and fewer delays

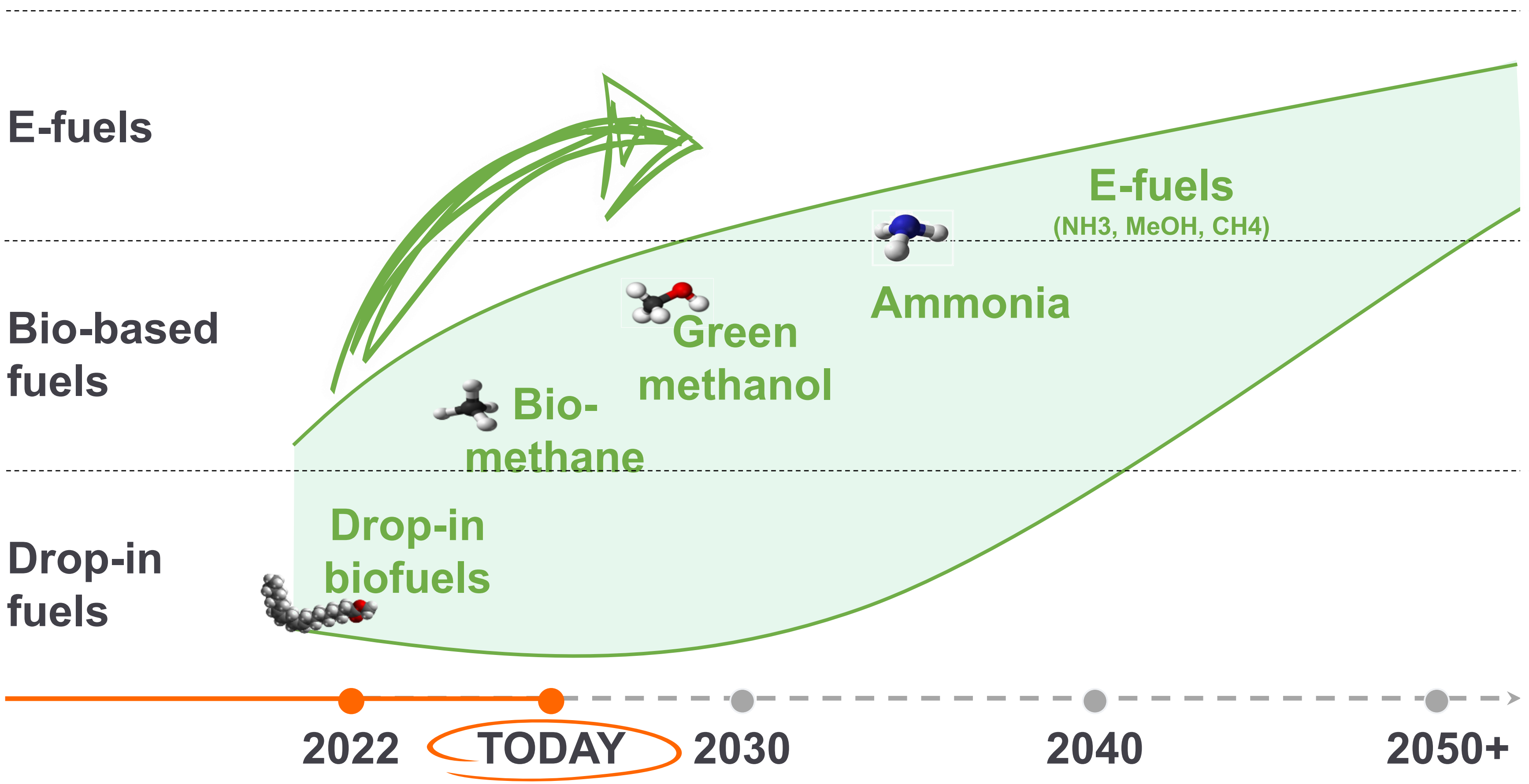
4. **Alternative fuels**
   Optimal mix of alternative fuels

2022 → **Reduce by ~ 1/3rd** → **2030**

ABSOLUTE CO_2e EMISSIONS

Availability of low-carbon fuels is a key constraint for the decarbonization of shipping

Expected availability & adoption of green fuels at scale



IMO targets

2030	2040	2050+
-20-30% GHG emissions[1)] **5-10%** (near-)zero emission technologies	**-70-80%** GHG emissions[1)]	**Net zero** GHG emissions

1) vs. 2008

4

Alternative fuels

Optimal mix of alternative fuels

We will gradually increase the use of **biofuels, biomethane and green methanol**.

Drop-In Biofuels as an Entry Solution – Biomethane as the Next Transition Step

Drop-In Biofuels

- **Compatible with existing vessels** – usable in current engines without technical modifications
- **Available today**: e.g. FAME produced from waste-based feedstocks such as UCO (Used Cooking Oil)
- **Waste-based biofuels** available at major bunker hubs (Rotterdam, Singapore)
- **Scalability constraints** due to strong demand from other sectors (e.g. aviation) and low feedstock availability
- **Expanding feedstock portfolio** – new raw materials and production pathways under development
- **Alternative low-grade feedstocks** (residues, CNSL, pyrolysis oils) under testing – require extensive validation

Short-term, low-technical-risk solution with limited long-term global scalability.

Status @ Hapag-Lloyd

>350k TEU of annual **"Ship Green"** biofuel product successfully sold

Used more than **200k mts biofuel blend** in 2025

Bio- & E-Methane

- **Liquefied storage & bunkering** at below –162 °C
- **Existing LNG infrastructure** widely available
- **Biomethane production** from biowaste is technologically mature
- **Supply concentration in Europe**, supported by the interconnected European gas grid and EU Fit for 55 targets – but other regions are evolving
- **Lower cost** pathway compared to other alternative fuels
- **Methane slip is critical** (high GWP) – technologies with significant improvments are advancing and methane slip is already beeing considered during vessel design

Mature technology with available infrastructure – climate performance strongly depends on methane slip mitigation.

Status @ Hapag-Lloyd

Won **ZEMBA's[1]** first tender with certified waste-based **bio-methane**

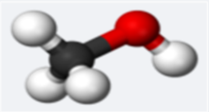
Signed multi-year liquefied **bio-methane** supply deal – more than **20kt biomethane bunkered in 2025**

13 Dual fuel LNG vessels **in operation** & **24** Newbuilds **on order**

[1] Zero Emission Maritime Buyers Alliance (ZEMBA)

Methanol is emerging as a global alternative fuel – Ammonia as the most scalable zero-carbon solution

Bio- & E-Methanol



- **Stored and bunkered as liquid at ambient temp.** – easier handling than cryogenic fuels
- **Engine technology available**, but limited operational experience
- **Lower energy density** (~50% of fuel oil) requires larger storage volume
- **Bunkering infrastructure** developing, comparatively less complex
- **Production pathways:**
  Bio-methanol via gasification with e.g. forestry waste with limited feedstock availability
  E-Methanol with potential for long-term scalability
- **Currently higher cost** than biomethane

Technically practical and scalable (via e-methanol)

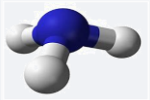
Status @ Hapag-Lloyd

Signed long-term offtake agreement for **250k t green methanol annually**

Agreed to retrofit **5 vessels** to **methanol propulsion** in Q2 2026 and **order of 8** DF-Methanol **Newbuild** vessel with delivery until 2029

Won **ZEMBA tender two** with e-Methanol

Ammonia



- **Liquefied storage at –33 °C**
- **Highly toxic** – stringent safety technologies and operational regulations required
- **Energy density ~40% of fuel oil** → significant storage requirements
- **E-ammonia** offers high long-term scalability and does not require CO_2 as feedstock
- **Hydrogen carrier potential** – expected cross-sector demand
- **N_2O emissions critical** (very high GWP) – mitigation technologies required
- **Technology maturing** – First ammonia vessels in operation & Inital container vessel under construction

Potential long-term zero-carbon fuel with strong scalability – but technologically and safety demanding.

Status @ Hapag-Lloyd

Active collaboration with external stakeholder on **safety topics** and **technology development**

Strategic dialogue with **ammonia project developers**

1) N20 with GWP 273 According to IPCC AR6

Key takeaways

- Our **Strategy 2030** remains aligned with the **1.5°C target** and builds on four key decarbonisation levers
- To reach our decarbonization targets we follow a **fuel agnostic** approach
- We continuously expand our alternative fuel **sourcing portfolio** and alternative fuel **fleet capabilities**


Hapag-Lloyd
Q&A

Thank you for your attention

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