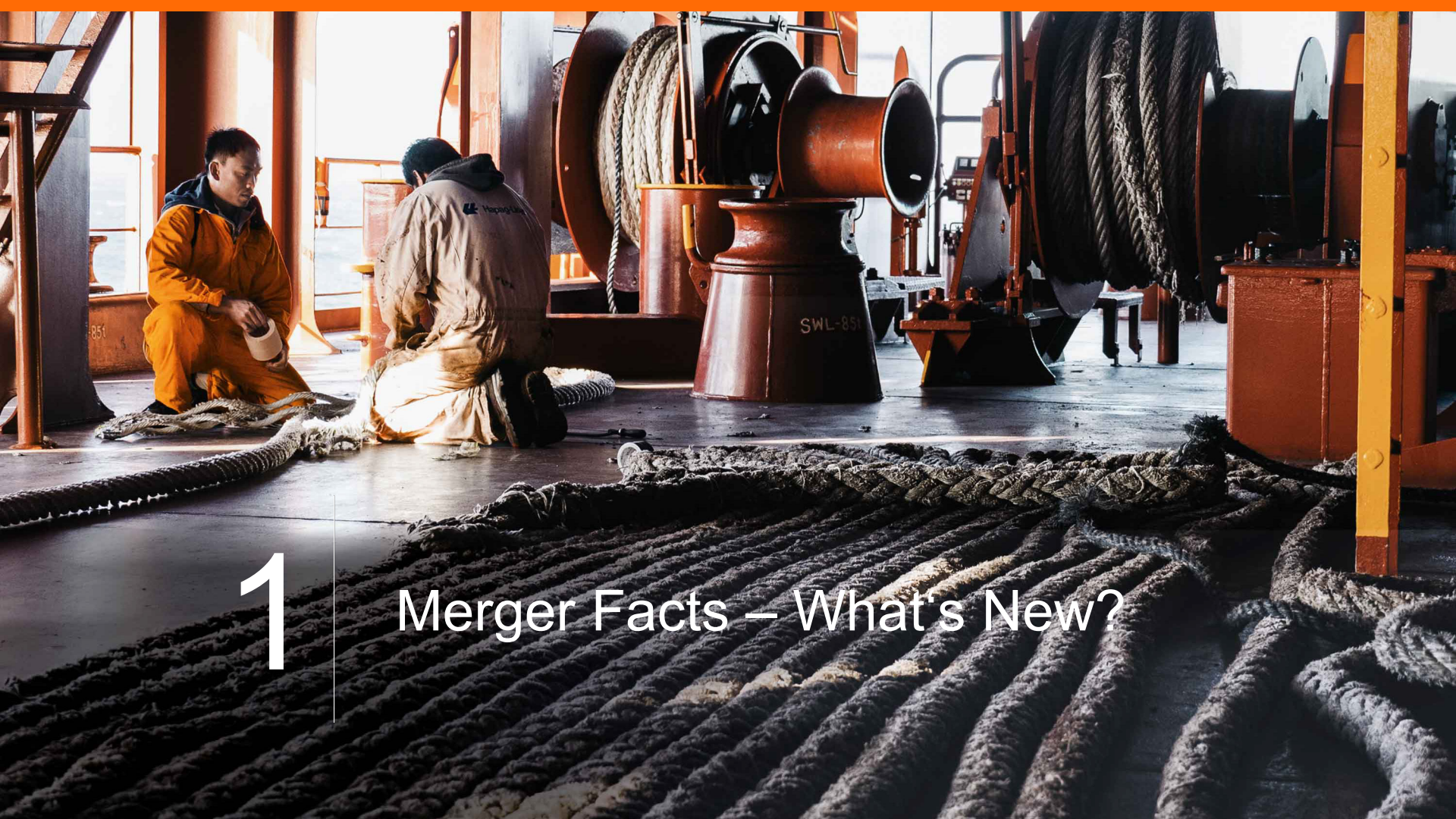


Hapag-Lloyd and UASC better.united.

May 2017



Hapag-Lloyd



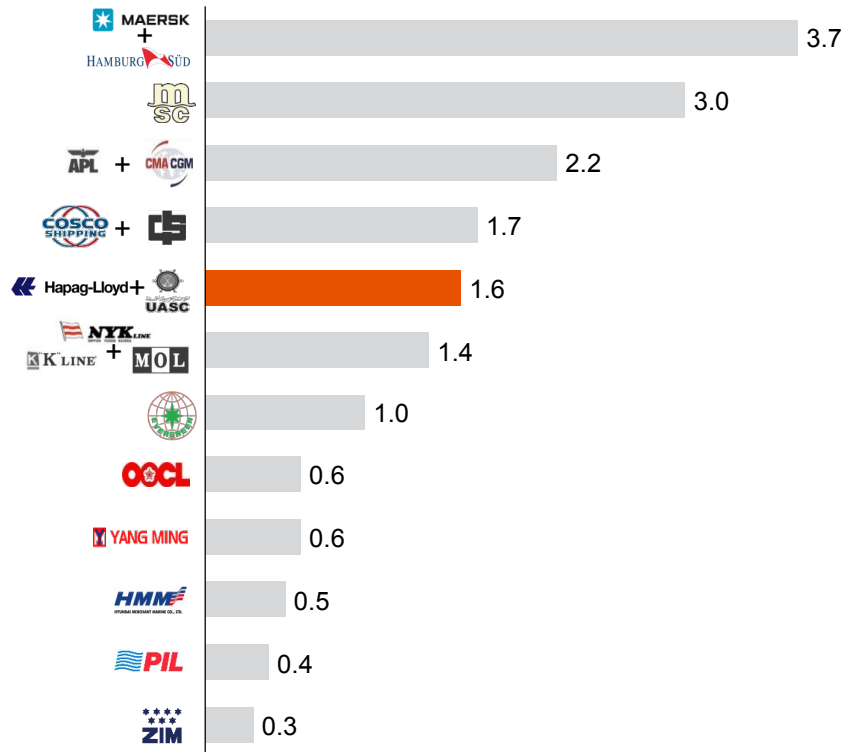
1

Merger Facts – What's New?

By joining forces we create one of the Top 5 liner shipping companies worldwide



Carrier capacity [TEU m] for 2017E



	Hapag-Lloyd	UASC	Combined Entity ¹⁾
Corporate HQ	Hamburg	Dubai	Hamburg
Alliance membership	G6 (until 31 March 2017)	Ocean 3 (until 31 March 2017)	THE Alliance (since 1 April 2017)
Ships [#]	172	58	230
Capacity [TEU m]	1.0	0.6	1.6
Container [TEU m]	1.6	0.7	2.3

1) Sum of stand-alone figures as of 31 March 2017 (rounding differences may occur)

Hapag-Lloyd and UASC joining forces



The merger between Hapag-Lloyd and UASC forms a top tier carrier!

- **Among the Top 5 global carriers**
- Hapag-Lloyd's **global expertise** meets UASC's **east-west strength**
- A strong **Middle East presence** is being added to the Hapag-Lloyd network portfolio
- UASC customers will enjoy new strong network presence on **Transatlantic and to South America**
- One of the **youngest and most efficient vessel fleets** in the industry
- A strong partner in **THE Alliance network**
- Large office network around the globe with **dedicated staff** near your location
- Efficient processes and **first class IT systems**
- Dedicated and **service oriented customer** facing staff
- A **financially secure and stable operator** minimizing supply chain risks

The new entity will operate globally under the brand of **Hapag-Lloyd**

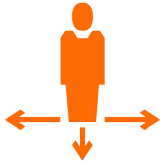


2

What are the advantages for you?

What does this mean for you, our customers?

Benefits from the merger: We are connecting you...



...to your customer
and markets

Globally and locally, we link you even more to your customers, suppliers and/or your production facilities

Bigger network

- **230 vessels** (average age of **7.2 years**) with **1.6 million slots**, are at your disposal
- **6,839 TEU** is the average ship size of Hapag-Lloyd's new fleet
- **2,300,000 TEU containers** thereof **166,000 TEU reefer containers** are available for you



...to improved Supply Chain
Planning

Choose the best services and departure times for your optimal planning to help lower your inventory, handling and administration costs.

More flexibility

- An extended ocean network of more than **130 services**
- **600 ports** strategically placed and called in 2016 around the globe
- Around **7,400 inland points served** in our portfolio in 2016



...to safe and reliable services
ensuring your cargo safety

Bring your goods safely to the final destination in due time to minimize the risk of delayed productions, product obsolescence, and/or lost sales.

More reliability

- **16 awards received in 2016**
- Hapag-Lloyd's "**Cargo Patrol**" program that detects incorrectly declared dangerous cargo has won Lloyd's List **Global Freight Award 2015**
- Execution of more than **104,000 staff trainings in 2016** to ensure excellence and development

Connecting you...



...to a greener supply chain

Deliver on your environmental targets and sustainability KPIs

Green fleet

- You can calculate emissions of your container transport (door/door) with our **online emission calculator**
- Environmentally friendly fleet including **6 X 19,870 TEU** and **11 X 15,000 TEU** vessels
- **Lowering your emission levels** with our largest vessels by **more than 60%** compared to industry average (CCWG 2015 result)



...to our people at your service

Leave your transport needs and special requirements with our experts

Close to you and your needs

- More than **4,800 sales and customer service experts of Hapag-Lloyd and UASC** serving you with their expertise
- Represented in **125 countries** around the globe by own offices and third party agents
- Intensified training for our experts within the transition period: around **1,700 days** of training planned



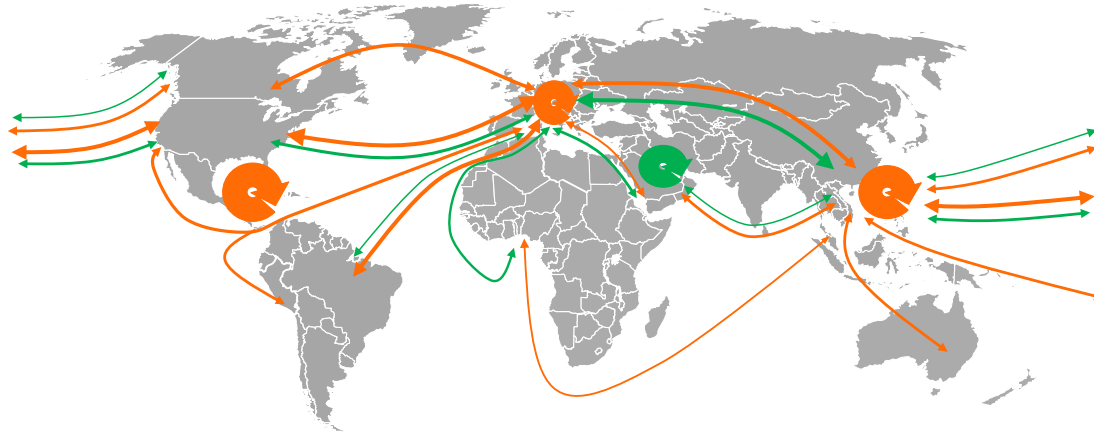
...to First-class IT systems and customized e-business solutions

Get 24/7 access to your online business / resources

Future first

- **>12 million website visits** per month
- **>950,000 combined registered users** for online business
- **E-transactions in 2016:**
 - **83 %** E-Shipping Instructions
 - **74 %** E-Bookings
- Around **29 Mio EDI** messages monthly
- **1 reference number** at Hapag-Lloyd clearly identifying your shipment from start to end

We offer you easy access to all your markets in the world



UASC customers enjoy

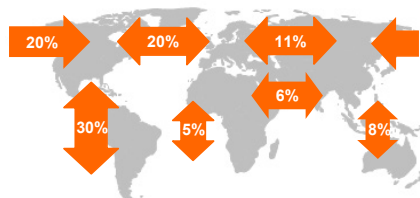
- Access to Canada, South America West Coast services
- Additional Transpacific / Transatlantic services

Hapag-Lloyd customers enjoy

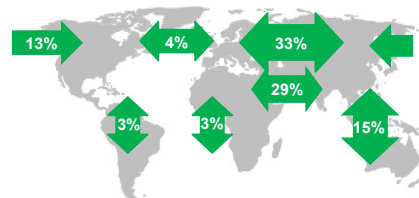
- A further strengthened Middle East network

Transport volume by trade, FY 2016 (indicative)

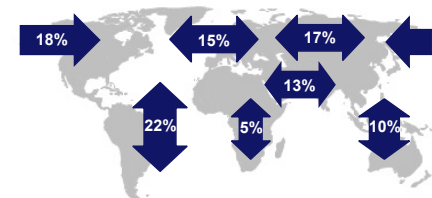
Hapag-Lloyd



UASC¹⁾



Combined Entity¹⁾



1) Allocation of UASC volume according to Hapag-Lloyd trade definition, not necessarily final

Our promise to you: A seamless and smooth transition of your business



Joint forces – Start of the transition phase

- Our key objective is business continuity. We have prepared a detailed transition plan to ensure continuously high service quality
- For a number of weeks, our plan is to continue operating with both Hapag-Lloyd and UASC Bills of Lading and systems
- You can communicate and place all bookings and rate requests with your respective Hapag-Lloyd and/or UASC contacts
- Until further notice nothing will change for you in regards to the booking systems, interfaces and your counterparts

better.united. – Start of joint sailings

- A so-called Commercial Cut-Over (CCO) concept will define as of when UASC bookings should be placed in the Hapag-Lloyd IT system
- Our sales executives will explain this CCO concept to you in detail and keep you closely informed about all steps of the transition
- Well established booking channels will be open well in time for the relevant sailings
- The entire Commercial Cut-Over process starts mid July and will be completed in October 2017



Ensuring continuously high service quality for you

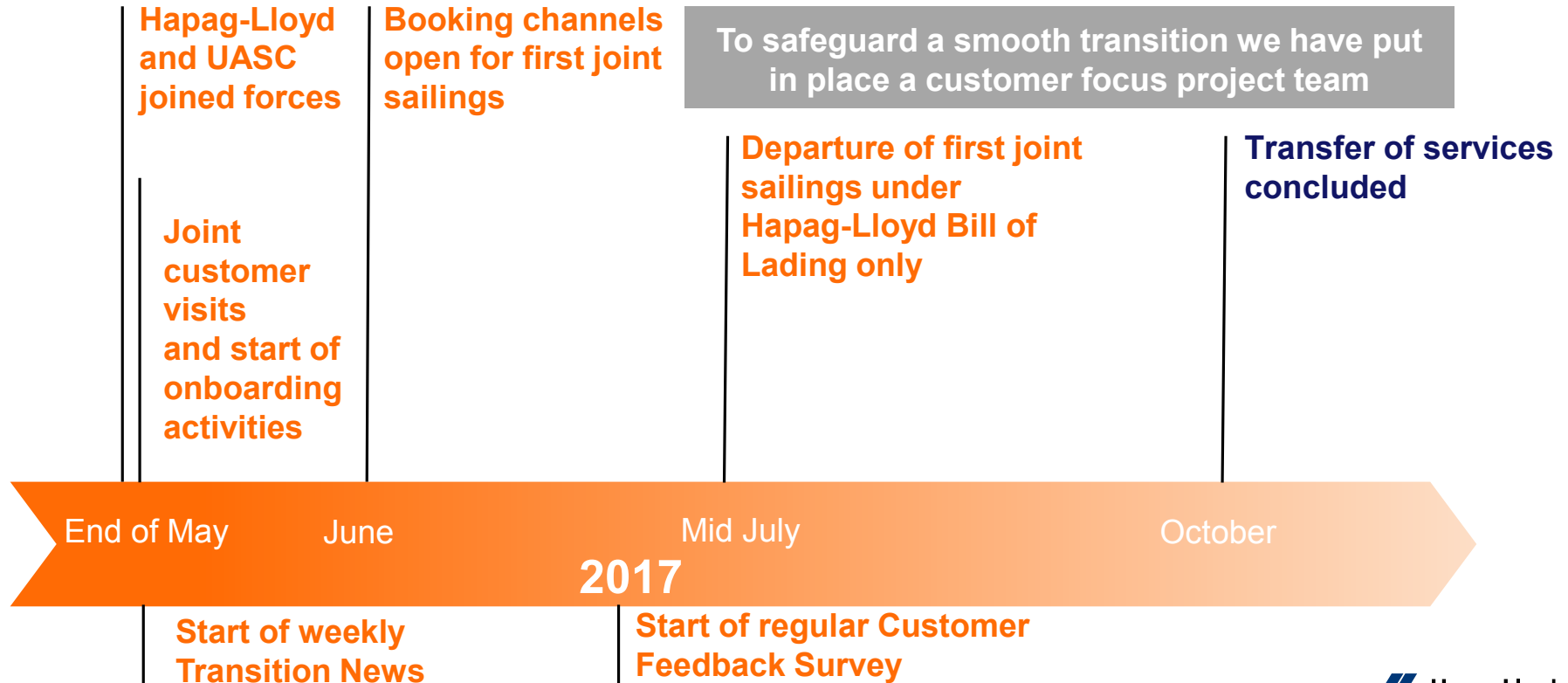


Onboarding you to the joint entity

Our commitment: A customer focused integration plan



Indicative timeline for the transition



Thank you for your continuous support and loyalty!



Regular updates on the transition status will be shared via our Transition News made available via the respective web pages of:

www.hapag-lloyd.com and www.uasc.net

Do you have any questions or feedback?

Please send us an e-mail @:

better.united@hlag.com



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