



Investor Presentation

December 2025

Disclaimer

Forward-Looking Statements

The following information contains, or may be deemed to contain forward-looking statements (as defined in the U.S. Private Securities Litigation Reform Act of 1995). In some cases, you can identify these statements by forward-looking words such as “may,” “might,” “will,” “should,” “expect,” “plan,” “anticipate,” “believe,” “estimate,” “predict,” “potential” or “continue,” the negative of these terms and other comparable terminology. These forward-looking statements, which are subject to risks, uncertainties and assumptions about the Company, may include projections of the Company’s future financial results, its anticipated growth strategies and anticipated trends in its business. These statements are only predictions based on the Company’s current expectations and projections about future events or results. There are important factors that could cause the Company’s actual results, level of activity, performance or achievements to differ materially from the results, level of activity, performance or achievements expressed or implied by the forward-looking statements. Factors that could cause such differences include, but are not limited to: our expectations regarding general market conditions as a result of the current geopolitical instability, developments and further escalation of events, including, but not limited to, the political and military instability in the Middle East and the war between Russia and Ukraine; our expectations regarding general market conditions as a result of global economic trends, including potential rising inflation and interest rates, imposition and/or increase or decrease in tariffs or other charges imposed on import, export or trade as a result of geopolitical and other events; our expectations regarding trends related to the global container shipping industry, including with respect to fluctuations in vessel and container supply, industry consolidation, demand for containerized shipping services, bunker and alternative fuel prices and supply, charter and freights rates, container values and other factors affecting supply and demand; our plans regarding our business strategy, areas of possible expansion and expected capital spending or operating expenses; our ability to adequately respond to political, economic and military instability in Israel, the Middle East and elsewhere (particularly as a result of the Israel-Hamas war and the Israel-Hezbollah and Israel-Iran armed conflicts), and our ability to maintain business continuity as an Israeli-incorporated company in times of emergency; our ability to effectively handle cyber-security threats and recover from cyber-security incidents, including in connection with the war between Israel and Iran and Iranian-backed proxies; our anticipated ability to obtain additional financing in the future to fund expenditures;

our expectation of modifications with respect to our and other shipping companies’ operating fleet and lines, including the utilization of larger vessels within certain trade zones and modifications made in light of environmental regulations; the expected benefits of our cooperation agreements and strategic partnerships; formation of new alliances among global carriers, changes in and disintegration of existing alliances and collaborations, including alliances and collaborations to which we are not a party to; our anticipated insurance costs; our expectations regarding the availability of crew; our expectations regarding our environmental and regulatory conditions, including extreme weather events, changes in laws and regulations or actions taken by regulatory authorities, and the expected effect of such regulations; our expectations regarding potential liability from current or future litigation; our plans regarding hedging activities; our ability to pay dividends in accordance with our dividend policy; our expectations regarding our competition and ability to compete effectively; actions of activist shareholders, including as a result of the current proxy contest; and other risks and uncertainties detailed from time to time in the Company’s filings with the U.S. Securities and Exchange Commission (SEC), including under the caption “Risk Factors” in its 2024 Annual Report filed with the SEC on March 12, 2025.

The Company prepares its financial statements in accordance with IFRS Accounting Standards (IFRSs), as issued by the International Accounting Standards Board (IASB).

See further disclosure regarding “Use of Non-IFRS Financial Measures” below.

Use of Non-IFRS Measures in the Company’s Guidance

A reconciliation of the Company’s non-IFRS financial measures included in its full-year 2025 guidance to corresponding IFRS measures is not available on a forward-looking basis. In particular, the Company has not reconciled its Adjusted EBITDA and Adjusted EBIT because the various reconciling items between such non-IFRS financial measures and the corresponding IFRS measures cannot be determined without unreasonable effort due to the uncertainty regarding, and the potential variability of, the future costs and expenses for which the Company adjusts, the effect of which may be significant, and all of which are difficult to predict and are subject to frequent change.

TSR Outperformance and Robust Capital Returns Have Positioned ZIM for Strong Growth

Industry Outperformance with Track Record of Value Creation

- Industry-leading TSR of 300%+ since IPO, significantly outperforming peers and the S&P 500¹
- Multi-year transformation has scaled the business, enhanced liquidity and improved ZIM's balance sheet, with book equity increasing ~\$3.9B since 2020

Operating Strategy That Continues to Deliver Value for Shareholders

- Network strategy heavily focused on high-demand, high-yield Transpacific trade lanes, which comprise 42% of ZIM's volumes
- Highly agile network management model that rapidly adjusts route deployments across all market environments
- Partnership with largest global container liner, MSC, on key Asia – US East Coast routes, supplementing ZIM's 11% market share
- Optimized and upgraded fleet with a 40% increase in vessel size since IPO and 40% of operated capacity of LNG power, which provide for efficient operations and compliance with environmental standards

Prudent Capital Allocation and Significant Capital Return

- Dividend policy targeting 30% of quarterly net income for the first three quarters of the year, with a cumulative annual dividend target of up to 50% of annual net income
- Returned \$5.7bn to shareholders through dividends (\$47.54/share; >3x IPO price) since IPO²
- Retained earnings creating liquidity buffer and supporting further investments in the business

Strong Board with Deep Industry, Financial, and Transactional Expertise

- 7 of 8 directors independent; 5 added since IPO, including 2 new directors this year
- Deep expertise in shipping/logistics, finance, governance, and M&A
- Strong, independent oversight of strategic review process with track record of value creation

The Dissident Group's Nominees are Not the Right Fit for Our Board

- Lack relevant experience in shipping, global logistics, or large, asset-intensive operations
- Inadequate executive, operational and transactional experience, as well as governance concerns
- Not suited to oversee ZIM during an ongoing strategic review in context of a complex global operating environment
- Representing a Dissident Group that has not presented any reasonable strategic plan for ZIM, has not made a compelling case for why Board change is necessary and is pursuing a self-serving proxy fight while failing to comply with US Securities laws

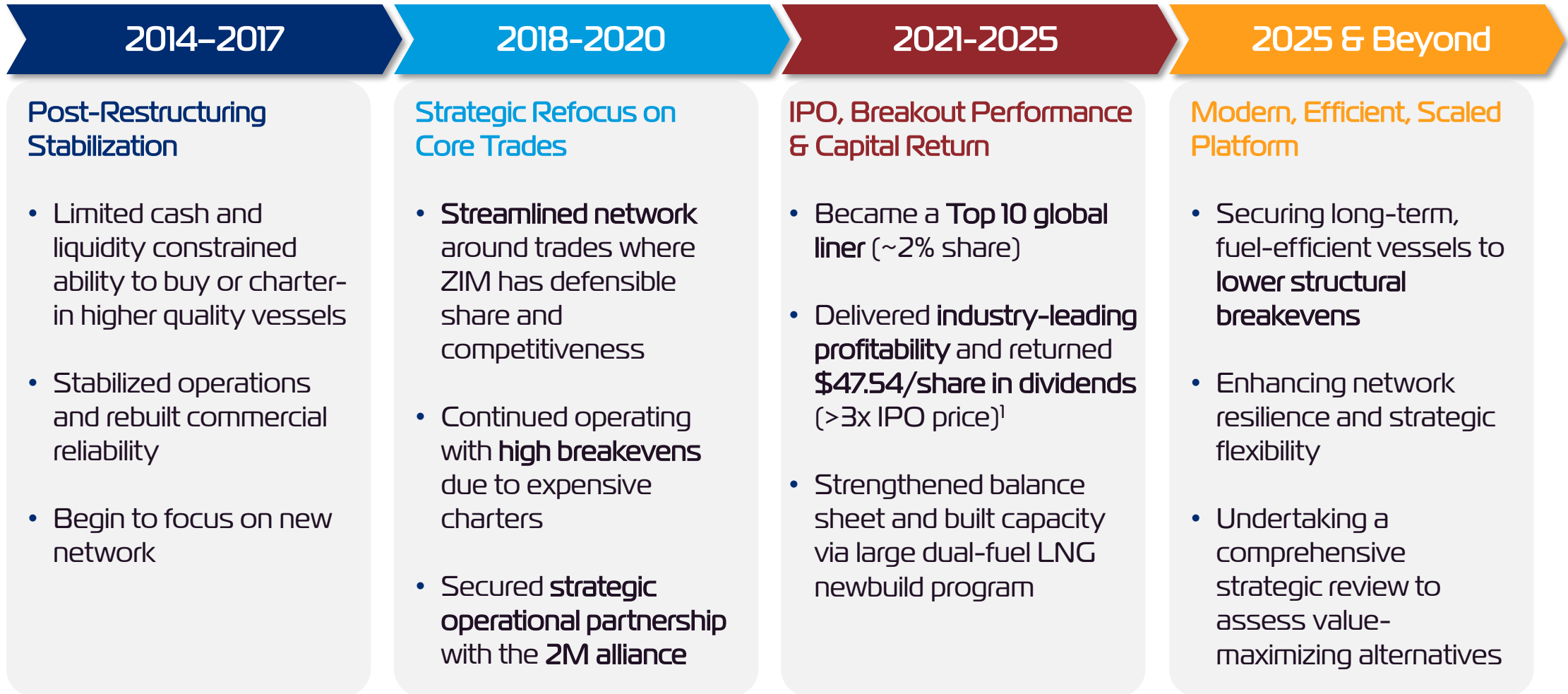
ZIM's multi-year transition reflects disciplined Board oversight and strong management execution

Source: Company Filings, Alphaliner

1. Total shareholder returns represent capital gains yield (reflecting share price appreciation), plus dividend yield (assuming dividends are reinvested) since ZIM IPO date (1/28/21) to unaffected date (8/8/25), the last trading date before news of a potential management buyout leaked; peers include Hapag-Lloyd and Maersk

2. Includes Q3-2025 dividends paid on 12/1/25

Disciplined Multi-Year Transformation Has Built a Strong and Competitive ZIM...

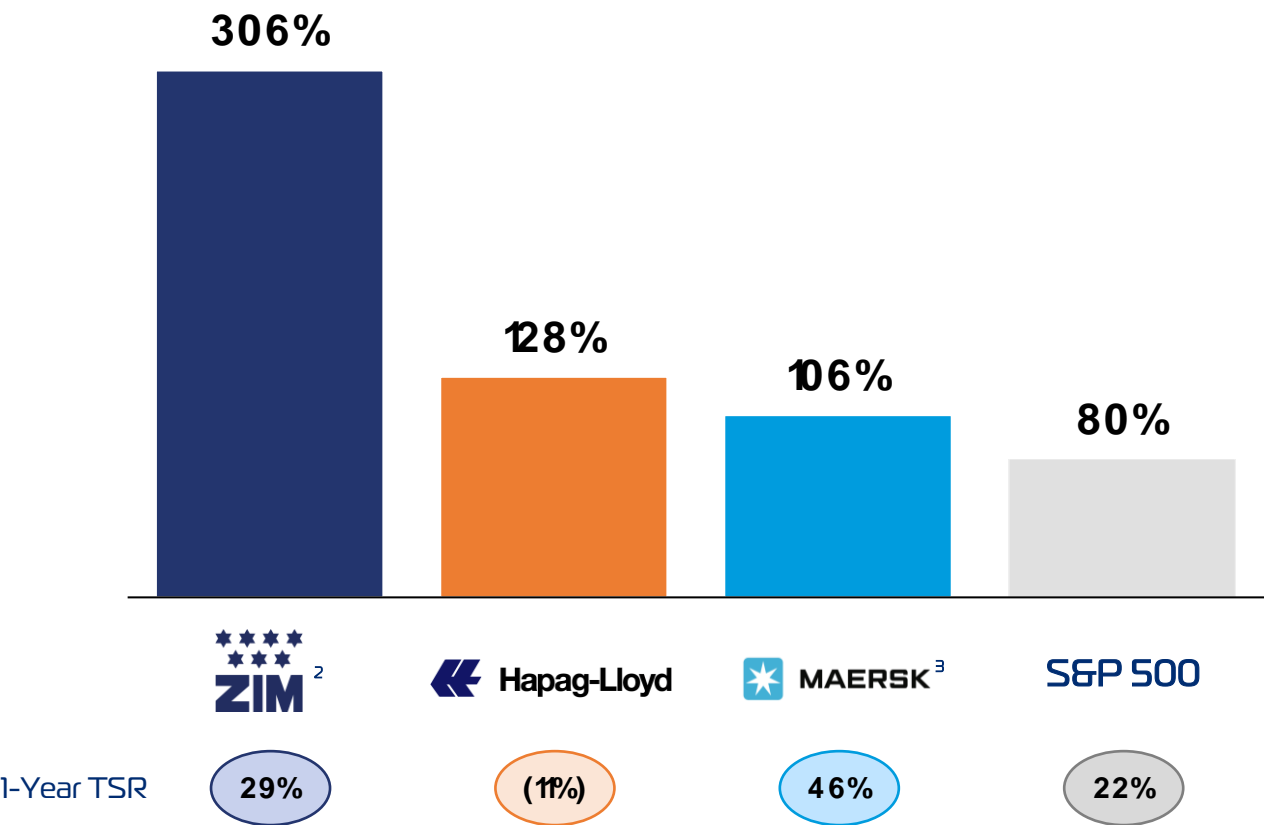


...With Dramatic Recent Improvements to Operational Scale and Risk Profile Through Fleet Optimization and Balance Sheet Strengthening

	2020		Today
Fleet Size (Chartered / Owned)	70 (69 vs. 1)	+84%	129 ¹ (113 vs. 16)
LTM Revenue	\$3.5bn	+119%	\$7.6bn
TEU Carrying Capacity	330K	+115%	709K
Total Enterprise Value ²	\$2.6bn	+92%	\$5.0bn
Book Equity ²	\$0.1bn	+\$3.9bn	\$4.0bn
Dividends ³	Since its IPO, ZIM has returned \$5.7bn (\$47.54 per share) in dividends		

Operational Transformation Has Enabled Industry-Leading Shareholder Returns Since IPO

TSRs Since 2021 ZIM IPO¹



Key Highlights

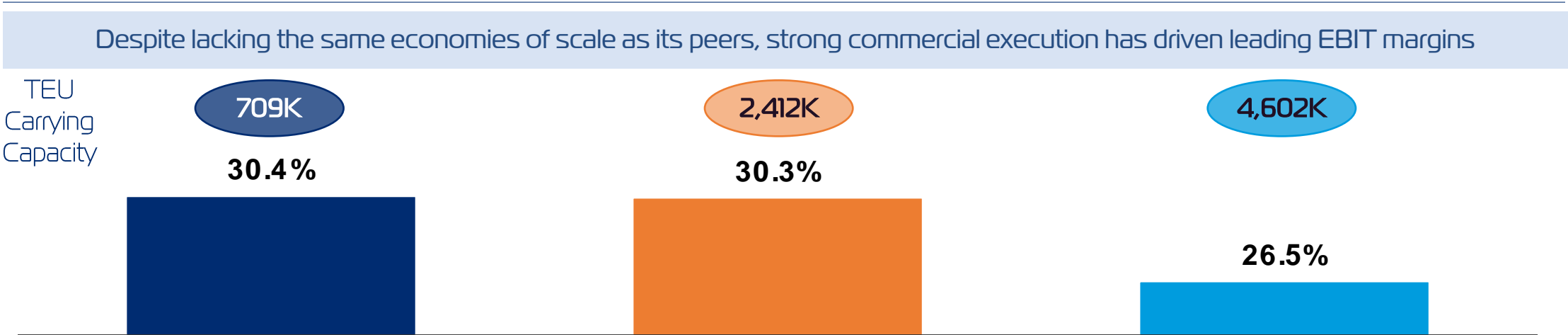
- ✓ Executed a multi-year operational transformation under leadership of a strong Board and management
- ✓ Modern, fuel efficient and cost competitive fleet
- ✓ Versatile capacity with larger vessels well suited for target trades
- ✓ Highly agile network management model that can adjust service routes rapidly in response to dynamic market conditions
- ✓ Significant capacity expansion during upcycle generated strong earnings, cashflow and substantial shareholder distributions (62% dividend payout ratio)
- ✓ Full strategic and operational independence, complemented by partnerships with key players such as MSC
- ✓ Strong near-term and long-term TSRs relative to closest peers and S&P 500

1. Total shareholder returns represent capital gains yield (reflecting share price appreciation), plus dividend yield (assuming dividends are reinvested) since ZIM IPO date (1/28/21) to unaffected date (8/8/25), the last trading date before news of a potential management buyout leaked

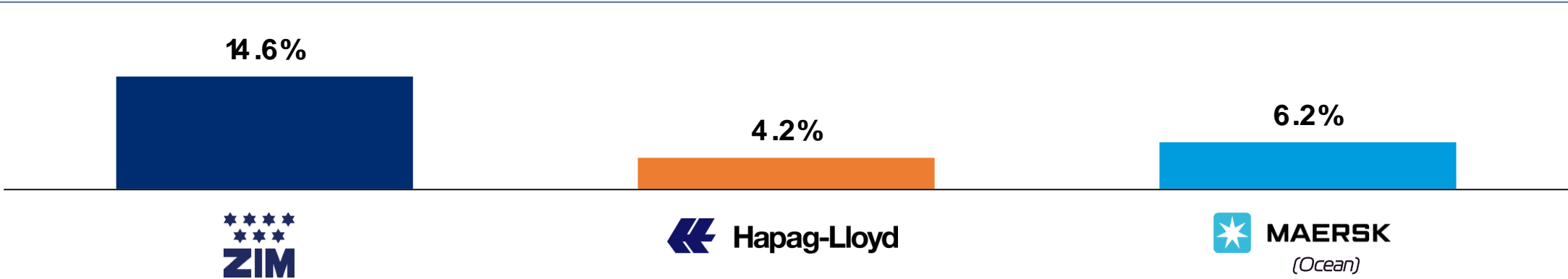
2. ZIM figure based on IPO price of \$15 per share
3. Maersk figure reflects Class B share performance

ZIM's Operational Strategy Has Achieved Strong Margins

Cumulative EBIT Margin Since ZIM IPO¹



Q3 2025 EBIT Margin



Focused Trade Strategy Drives Sustainable Competitive Advantage and Future Margin Strength

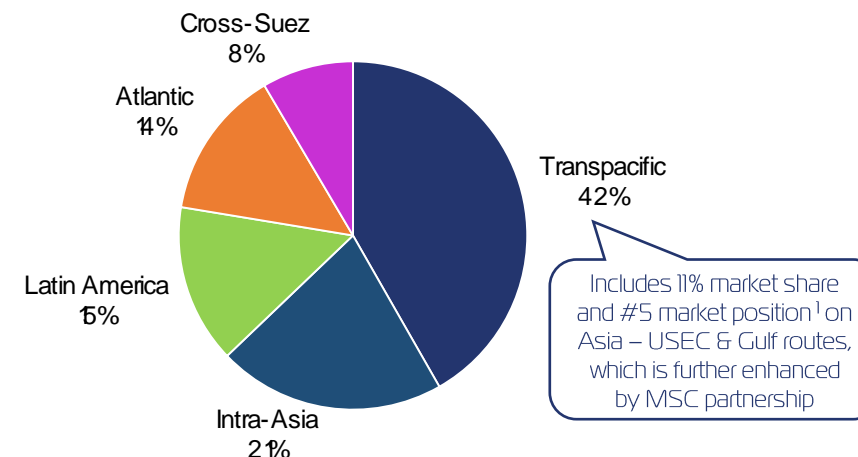
Executing a Focused Network Strategy

- ✓ Optimize utilization by concentrating on trades where ZIM has meaningful share
- ✓ Diversify footprint:
 - Broaden customer base; reduce dependency on any single trade
 - Leverage emerging trade opportunities
 - Use MSC partnership to reinforce Asia – US East Coast routes, with greater utilization of larger, LNG-powered tonnage
- ✓ Grow position in target markets:
 - Expand presence in Southeast Asia and LatAm
 - Capitalize on transformed fleet to capture new opportunities

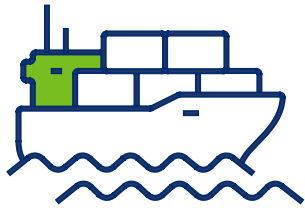
Robust Independent Network Complemented by MSC Partnership

Network (Routes & Geographic Reach)		
5 Major Routes	56 Weekly Lines	~330 Ports of Call
Decade-Long Partnership with MSC		Footprint
6 Transpacific Services	MSC Partnership reinstated following the ZIM Alliance dissolution	~33,000 Customers

Trade Exposure by Carried Volume (TEUs)¹

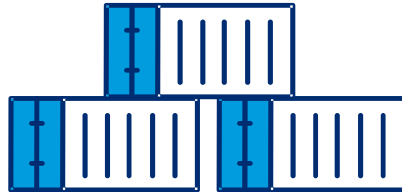


Disciplined Capital Allocation to Drive Growth, Resilience, and Shareholder Returns



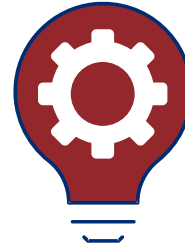
Capacity

Maintain competitive fleet; secure LNG and fuel-efficient capacity



Equipment

Renew container and reefer fleet to support service reliability



Innovation

Expand digital tools and invest in network optimization and growth engines



Returning capital to shareholders remains high priority

Dividend Policy

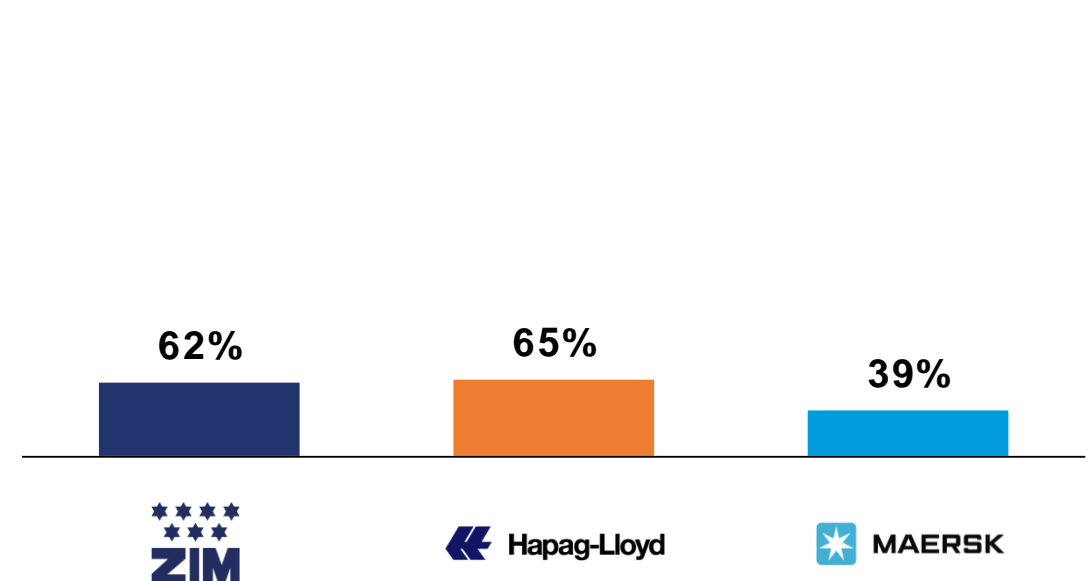
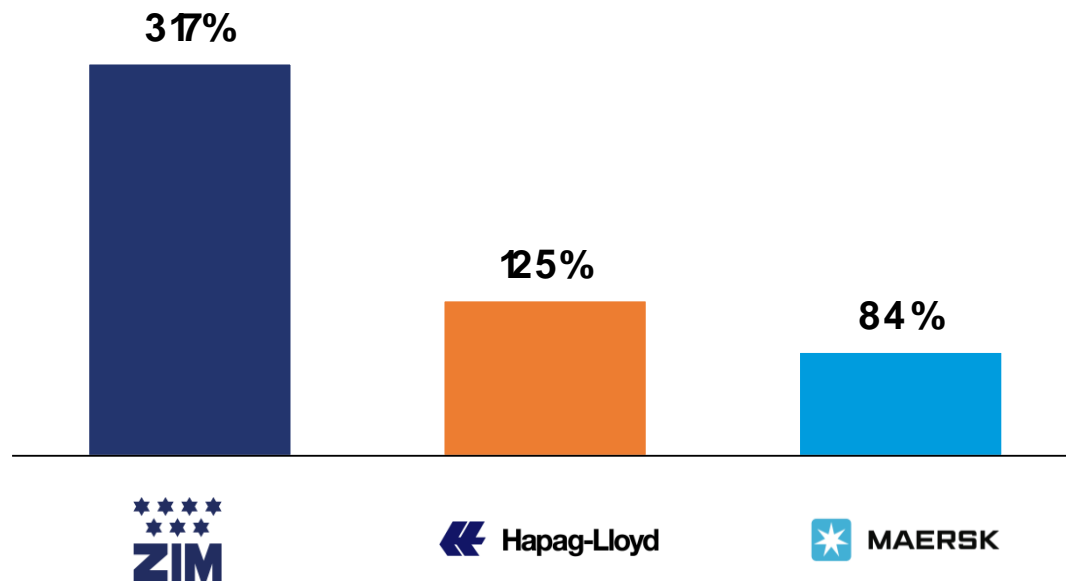
Up to 50% of annual net income (in quarterly installments)¹

ZIM Has Delivered Exceptional Capital Returns — \$5.7bn Since IPO (>3x IPO Price)

- Disciplined dividend policy targeting up to 50% of annual net income
- Returned \$5.7bn in cumulative dividends (\$47.54/share) since IPO¹
- Consistent history of outsized dividends during periods of strong performance (e.g., \$17/share supplemental Q4 dividend in 2021; \$0.84 special dividend in 2024)

Cumulative Dividend Yield Since ZIM IPO²

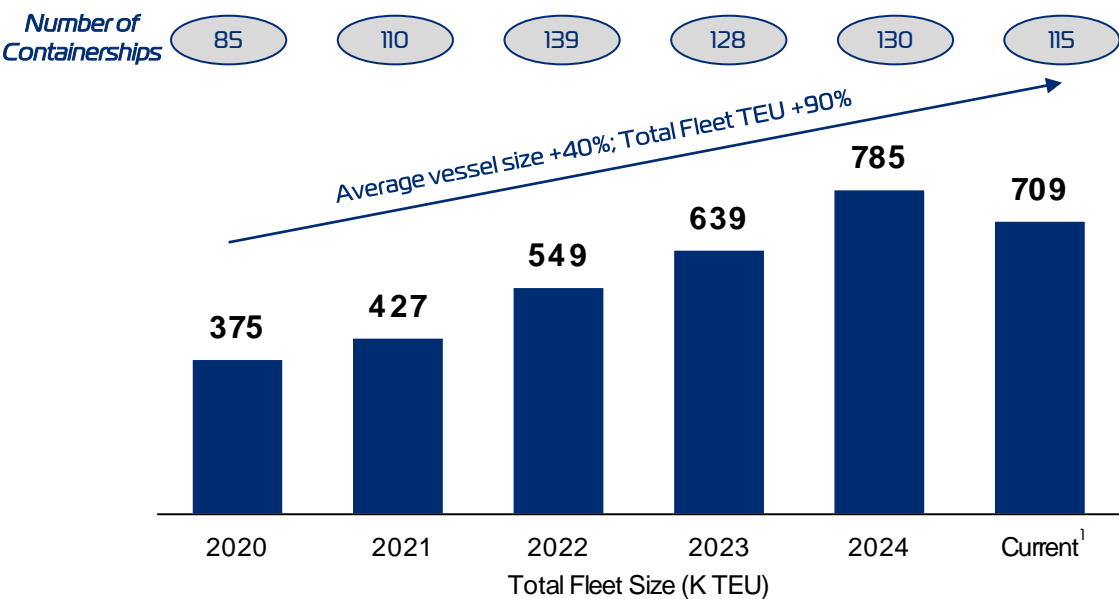
Cumulative Dividend Payout Ratio Since ZIM IPO³



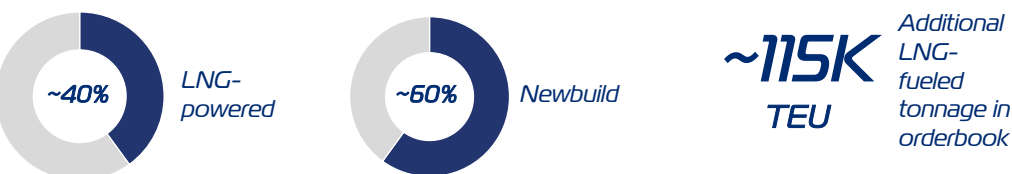
ZIM's Fleet Quality Has Transformed Since IPO, With the Addition of Newbuild Vessels and Core Assets Now Owned or on LT Charter...

Dramatic Improvements to Fleet Size and Quality

ZIM has added larger, more efficient tonnage, with 28 LNG-fueled vessels currently in its fleet and 10 in its orderbook

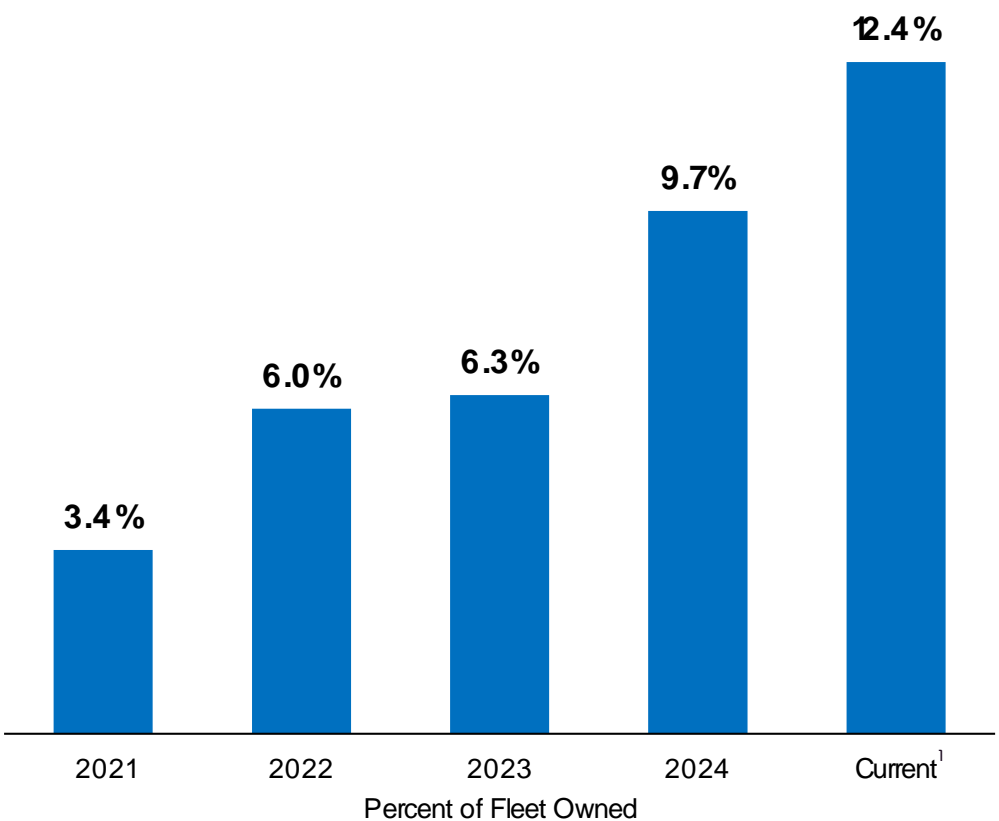


Transformed Fleet of LNG-Fueled Vessels:



Recent Increases to Ownership and Charter Duration

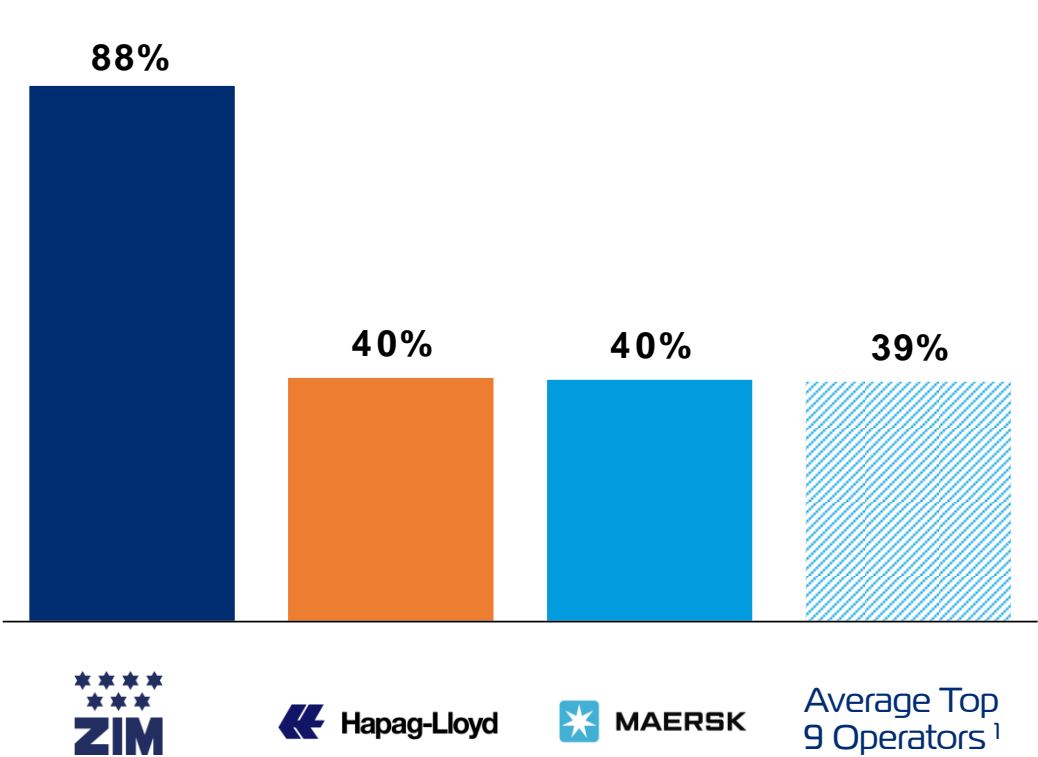
ZIM is reducing charter spot market exposure by increasing its fleet ownership and by extending its average charter duration (5-12 years for core fleet)



...However, Compared to Peers, ZIM Sources More Capacity From the Charter Market, Which Results in Higher Leverage

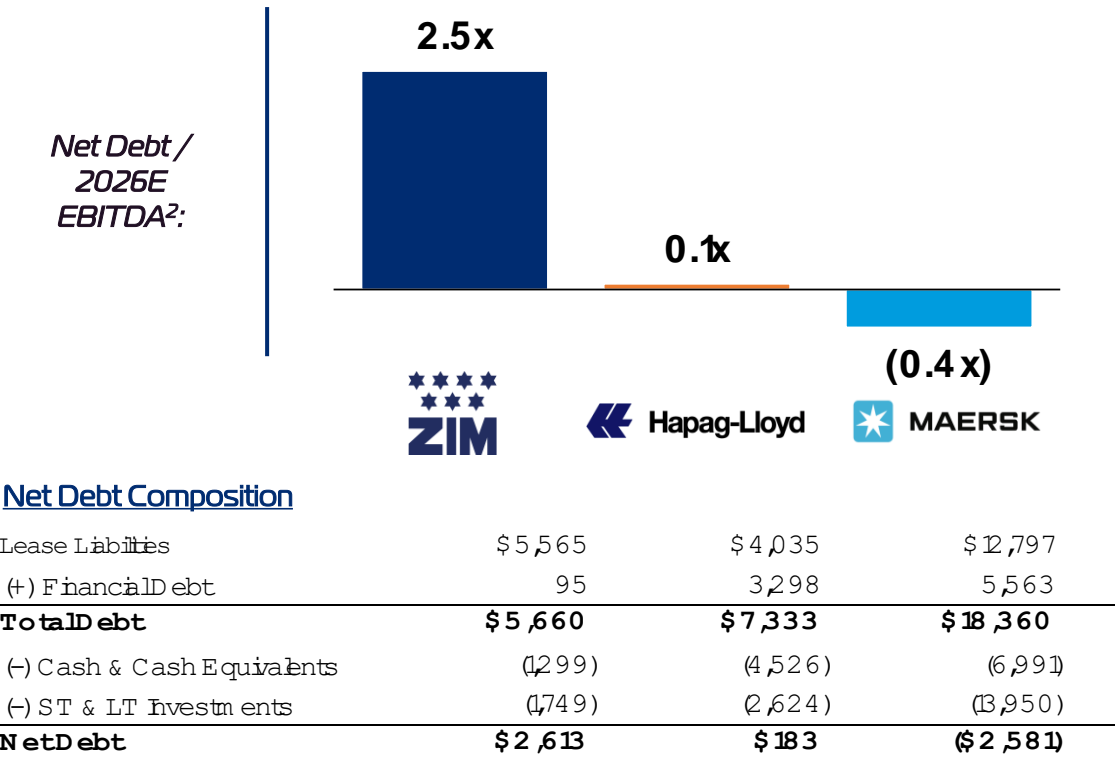
Greater Reliance on Charter Market than Peers...

% of Fleet Chartered (based on TEUs)



...Increases Leverage and Need for Reserved Cash

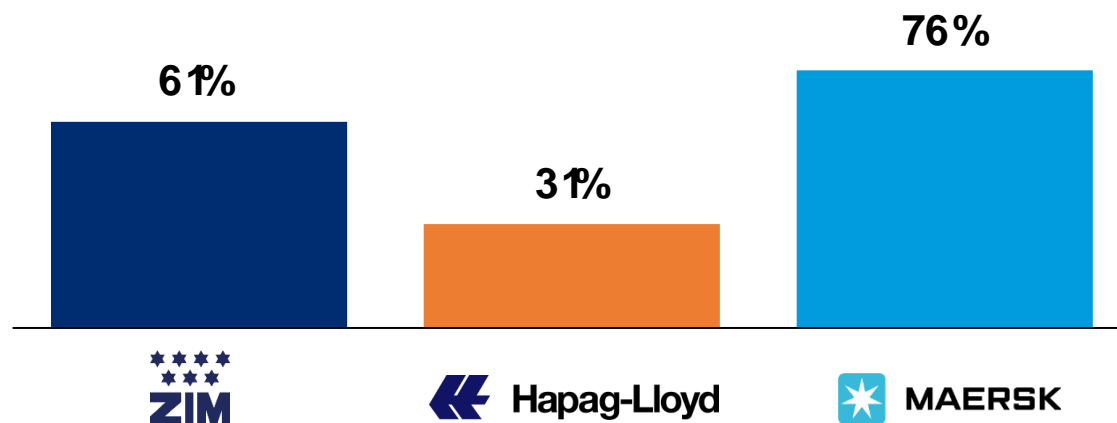
Leverage (Values in \$ Millions, as of 9/30/25)



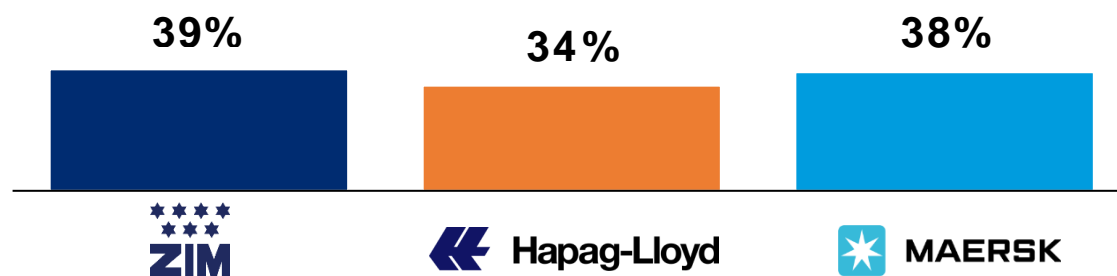
Source: Company Filings, FactSet, Clarkson, Alphaliner
 1. Includes Hapag-Lloyd and Maersk
 2. EBITDA consensus as per FactSet

Like Its Peers, ZIM Maintains a Strong Balance Sheet to Navigate Cyclicalty

Cash / Total Enterprise Value¹



Cash / LTM Revenue



Key Highlights

- ZIM's liquidity metrics remain broadly comparable to peers
- ZIM's greater reliance on the charter market has increased its breakeven freight rate relative to peers' and requires relatively higher liquidity to manage volatility across freight cycles
- Asset-owning peers benefit from scale and unencumbered assets, reducing the level of cash required to navigate downturns

Update on the Board's Independent Review of Strategic Alternatives

- Since IPO, the Board has **regularly reviewed the Company's strategic alternatives** in light of evolving market conditions and sector dynamics, with a consistent **focus on maximizing shareholder value**
- Several months ago, the Company received a preliminary, non-binding proposal to acquire all the outstanding ordinary shares of the Company from Eli Glickman, the Company's CEO and President, and Rami Ungar
- Following management's proposal, the **Board promptly commenced a strategic review** to assess whether **other value-maximizing alternatives may be available**, including a sale / merger that could realize the full value of our business and capital allocation and return opportunities
- In connection with this review, the Board has received indications of interest from multiple parties, including strategic interest, which it is reviewing carefully
- The **review remains ongoing**, and the Board **continues to evaluate all potential alternatives** to maximize shareholder value

The Board is Committed to Acting in Shareholders' Best Interests to Maximize Value

Independent Board Providing Capable Oversight of ZIM's Strategy And Its Strategic Review

ZIM Board is Well-Qualified to Oversee Strategic Review

7/8

Are Independent With No
Mgmt. Representation
on the Board

5/8

Public Company
M&A Experience

6/8

Logistics / Asset
Heavy Industry
Expertise

6/8

Financial
Expertise

5/8

Directors Added
Since 2021 IPO

Independent Board Process Ensuring All Value-Maximizing Alternatives Considered

- ✓ Review is **overseen** by the independent directors of the Board **without** management participation
- ✓ Hired **independent** financial and legal advisors to help assess alternatives
- ✓ Independent Board **meets weekly** to oversee the process
- ✓ **Transaction Committee** formed to manage day-to-day aspects of the review
- ✓ Appointed **two new independent directors** who bring substantial financial and transactional expertise to bolster the review
- ✓ **Considering all potential alternatives** to maximize value for shareholders

A Highly Independent, Refreshed Board With Deep Industry, Financial, and M&A Expertise

Yair Seroussi (C)
Former Chairman,
Bank Hapoalim



Director since October 2020

- Proven leader with immense board room experience in Israel and international markets

- ✓ **Financial Expertise**
- ✓ **Significant M&A Experience**
- ✓ **Global Markets Expertise**

Yair Avidan
Former Supervisor of Banks,
Bank of Israel



Director since November 2025

- Veteran senior regulator with decades of leadership shaping Israel's financial sector

- ✓ **Regulatory & Risk Management Expertise**
- ✓ **Financial Expertise**

Nir Epstein
Former Executive Director
& CEO, Prothya BioSolutions



Director since July 2018

- Significant M&A and financial advisory experience from advising on some of the most significant transactions in Israel

- ✓ **Significant M&A Experience**
- ✓ **Capital Structuring and Allocation Expertise**

Birger Meyer-Gloeckner
Managing Director & CEO,
Conti Holding



Director since July 2014

- Brings deep executive experience in maritime shipping, charter markets and logistics

- ✓ **Maritime Shipping Expertise**
- ✓ **Complex Logistics and Global Business Experience**

Anita Odedra
Executive VP (LNG Marketing),
Tellurian



Director since October 2023

- Experience in leading commercial, trading and operational functions across logistics and energy sectors

- ✓ **Significant Logistics and Shipping Expertise**
- ✓ **Global Markets Expertise**

William ("Bill") Shaul
Former Partner (Tax),
KPMG



Director since May 2021

- Former senior KPMG partner with extensive experience advising global public companies and major investors

- ✓ **Accounting, Financial & Risk Management Expertise**
- ✓ **Significant M&A Experience**

Liat Tennenholtz
Executive VP (M&A),
Matrix IT



Director since May 2021

- Senior executive driving negotiated, transformational M&A for a leading global tech company

- ✓ **Significant M&A Experience**
- ✓ **Asset Heavy Business Operation and Integrations**

Dr. Yoram Turbowicz
Former Chief of Staff, Office of
The Israeli Prime Minister



Director since November 2025

- Over three decades of distinguished leadership in regulatory, corporate, and governmental strategy

- ✓ **Significant Public Company Governance Experience**
- ✓ **Logistics and Asset Heavy Business Expertise**

Best-in-Class Governance Framework Ensures Robust Oversight

- ✓ Independent Board and Chair, with independent committees, no management representation, and full separation of Chair and CEO roles
- ✓ Annually elected directors with ongoing refreshment – five new independent directors since IPO
- ✓ Independent directors hold executive sessions without management after every Board meeting
- ✓ Regular evaluation of Board and management performance
- ✓ Shareholders have the right to call special meetings
- ✓ Equal voting rights for all shareholders (“one share, one vote”)
- ✓ Strong oversight through rigorous audit practices and robust financial reporting standards
- ✓ Performance-aligned compensation program designed to drive shareholder value

Our governance framework ensures independent oversight during the ongoing review of strategic alternatives

The Dissident Group's Nominees are Not the Right Fit For Our Board

Dr. Keren Bar-Hava



- ✗ No apparent global industrial, shipping, logistics, or maritime operations experience
- ✗ Academic background – no public C-suite or executive leadership experience

Academic background with no industry or operational experience

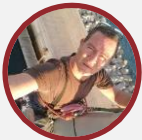
Ron Hadassi



- ✗ No apparent global industrial, shipping, logistics, or maritime operations experience
- ✗ Currently sits on seven other public company boards

Real estate background not relevant to shipping company with overboarding concerns

Ran Gritzerstein



- ✗ No apparent global industrial, shipping, logistics, or maritime industry experience
- ✗ No public company transaction experience

Entertainment focused background with no industry or public transactional experience

Nominees Are Representing a Dissident Group That Has Not Made a Case for Change

X

Dissident Group **did not meaningfully engage with ZIM** on the issues they now raise and chose to submit their nominations without prior discussion or warning

X

Dissident Group's campaign is **based on a fundamental misunderstanding** of ZIM's operating model and the status of the strategic review

X

Dissident Group's nominees lack any relevant experience for overseeing a global shipping and logistics business during a strategic review

X

Dissident Group claims to control over 5% of ZIM's outstanding shares but has not filed a required Schedule 13-D, a breach of US Securities laws – **shareholder deserve to know who the Dissident Group asking for their vote is**

X

Dissident Group **rejected the Board's proactive attempt to negotiate a constructive settlement** to prevent disruption and maintain focus on the Company's business and independent strategic review

Supporting the Company's Slate Is Essential to Protect Value and Maintain Strategic Momentum



Industry Outperformance with Track Record of Value Creation



Operating Strategy That Continues to Deliver Value for Shareholders



Prudent Capital Allocation and Significant Capital Return



Strong Board with Deep Industry, Financial, and Transactional Expertise



The Dissident Group's Nominees are Not the Right Fit for Our Board



Support ZIM – Protect Your Investment

Vote For Directors:

- i. Yair Seroussi
- ii. Nir Epstein
- iii. Birger Johannes Meyer-Gloeckner
- iv. William (Bill) Shaul
- v. Yoram Turbowicz
- vi. Yair Avidan
- vii. Liat Tennenholtz
- viii. Anita Odedra

The Board of Directors recommends a vote **AGAINST** the election of the Alternate Director-Nominees, namely Dr. Keren Bar-Hava, Messrs. Ron Hadassi and Ran Gritzerstein.



If shareholders have questions or need assistance in voting their shares for the Meeting, please contact the Company's proxy solicitor

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New York, New York 10022
Toll Free: (800) 662-5200
Brokers and Banks: (203) 658-9400
Email: ZIM@info.sodali.com

FAQ (1/4)

Q: What is ZIM's value creation strategy?

- ZIM focuses on trade lanes where it can hold meaningful, defensible share and deliver superior service, supported by an agile fleet strategy that combines operational flexibility with increased long-term charter coverage
- This approach gives ZIM flexibility to manage cycles, redeploy capacity, and maintain strong customer relationships
- ZIM has transformed its operations, doubling capacity, modernizing its fleet, maintaining EBIT margins above 30% and generating strong cash flows
- ZIM uses its strong cash generation to maintain appropriate liquidity while returning substantial capital to shareholders

Q: How has ZIM delivered shareholder value?

- Since its IPO, ZIM has delivered industry-leading total shareholder returns of more than 300% – more than double its closest peers
- The Company's strong TSR performance is driven by its commitment to strong capital returns – ZIM has returned \$5.7bn to shareholders via dividends since its IPO – more than 3x the IPO price
- ZIM's book equity has also increased from ~\$0.1bn in 2020 to over \$4.0bn today

Q: What is ZIM's approach to capital allocation?

- ZIM has a disciplined approach to capital allocation, balancing appropriate liquidity aligned with its operations with returning substantial amounts of capital to shareholders
- Its charter-intensive model requires a strong liquidity position to manage fixed commitments, while funding fleet renewal and operational investments, and market volatility
- At the same time, its formula-based dividend policy (up to 50% of annual net income) has resulted in \$5.7bn being returned to shareholders

FAQ (2/4)

Q: Why is ZIM's Board conducting a strategic review?

- Since IPO, the Board has regularly reviewed the Company's strategic alternatives in light of evolving market conditions and sector dynamics, with a consistent focus on maximizing shareholder value
- Several months ago, the Company received a preliminary, non-binding proposal to acquire all the outstanding ordinary shares of the Company from Eli Glickman, the Company's CEO and President, and Rami Ungar
- Following management's proposal, the Board promptly commenced a strategic review to assess whether other value-maximizing alternatives may be available, including a sale / merger and capital allocation and return opportunities
- In connection with this review, the Board has received indications of interest from multiple parties, including strategic interest, which it is evaluating carefully

Q: How is the Board conducting the strategic review?

- The review is being led entirely by the independent Board, without management involvement
- The Board has engaged independent financial and legal advisors to assist in the review
- The Board is highly engaged in the review and meets weekly to oversee progress and has formed an independent Transaction Committee to manage day-to-day workstreams
- The review includes outreach to both strategic and financial parties, as well as the evaluation of standalone opportunities

Q: At what stage is the strategic review?

- The review is ongoing and no outcome has been predetermined
- To date, the Board has received indications of interest from multiple parties, including strategic interest, and is evaluating all alternatives rigorously and objectively

FAQ (3/4)

Q: Will shareholders have the opportunity to approve any sale of the Company, if a deal is reached?

- Yes. Any sale of the Company would require shareholder approval
- In all cases, the State of Israel's golden share also requires governmental consent for any change of control

Q: Why is the ZIM Board best qualified to oversee ZIM's strategy and conduct this review?

- The Board is majority independent with deep experience in shipping, finance, M&A, regulation, and complex operations
- Five of eight directors have been added since the IPO, bringing fresh, relevant expertise
- Two recently appointed directors add further strength in financial, M&A, regulatory and operational oversight

Q: Why do the Dissident Group's aims present a risk to shareholder value?

- The dissident campaign was initiated following a rumored management bid for the Company at a low price
- As later disclosed, the Board is leading a thorough, objective review of potential alternatives, and received indications of interest from multiple parties, including strategic interest
- Given these facts, the dissident's concerns are unwarranted and their campaign risks disrupting the Board's process, which could impede a value-maximizing transaction
- The dissidents are also advocating for a large special dividend that could leave ZIM undercapitalized for its strategy and create significant risk to the Company's strategy and operations

Q: Has the Board engaged with the Dissident Group?

- The Dissident Group submitted nominations without meaningful prior engagement with the Company or outlining a compelling case for why Board change is needed
- Despite the Dissident Group's lack of meaningful engagement, the Board reached out in the interest of finding a negotiated settlement to allow the Board and Company to focus on important issues with respect to overseeing the business and conducting a comprehensive strategic review
- The Dissident Group rejected the Board's reasonable offer for a settlement, instead deciding to pursue its self-serving proxy contest, which is based largely on a misconception of the nature of the Board's strategic review

FAQ (4/4)

Q: Why are the dissident nominees unqualified to serve on ZIM's Board?

- The dissident nominees' qualifications do not align with the skills needed to oversee ZIM's business and strategy
- None of them have apparent experience in shipping, logistics, maritime operations, or large industrial platforms and they lack meaningful public company transactional experience
- ZIM's Board is composed of independent, qualified professionals who understand our business and sector and have deep industry, finance and M&A experience making them well-suited to oversee a rigorous, objective strategic review

Q: What is the potential harm to appointing the dissident nominees?

- Adding unqualified directors at this stage risks disrupting a rigorous, late-stage strategic review and may impede a value-maximizing transaction
- The dissident nominees lack knowledge of ZIM, its strategy and its sector and have agreed to serve as nominees for a Dissident Group whose campaign appears to be based on misunderstanding of the Board's process and calls for a potentially value-destructive capital allocation strategy

Q: How can shareholders support ZIM's Board and value creation strategy?

- Vote FOR ZIM's nominees and AGAINST the dissident nominees at the AGM
- Support the independent Board's ongoing, comprehensive evaluation of all value-maximizing alternatives