

Thilo Heinrich – Maersk Line

Elbschiffahrtstag 2012

- 27. September 2012 -

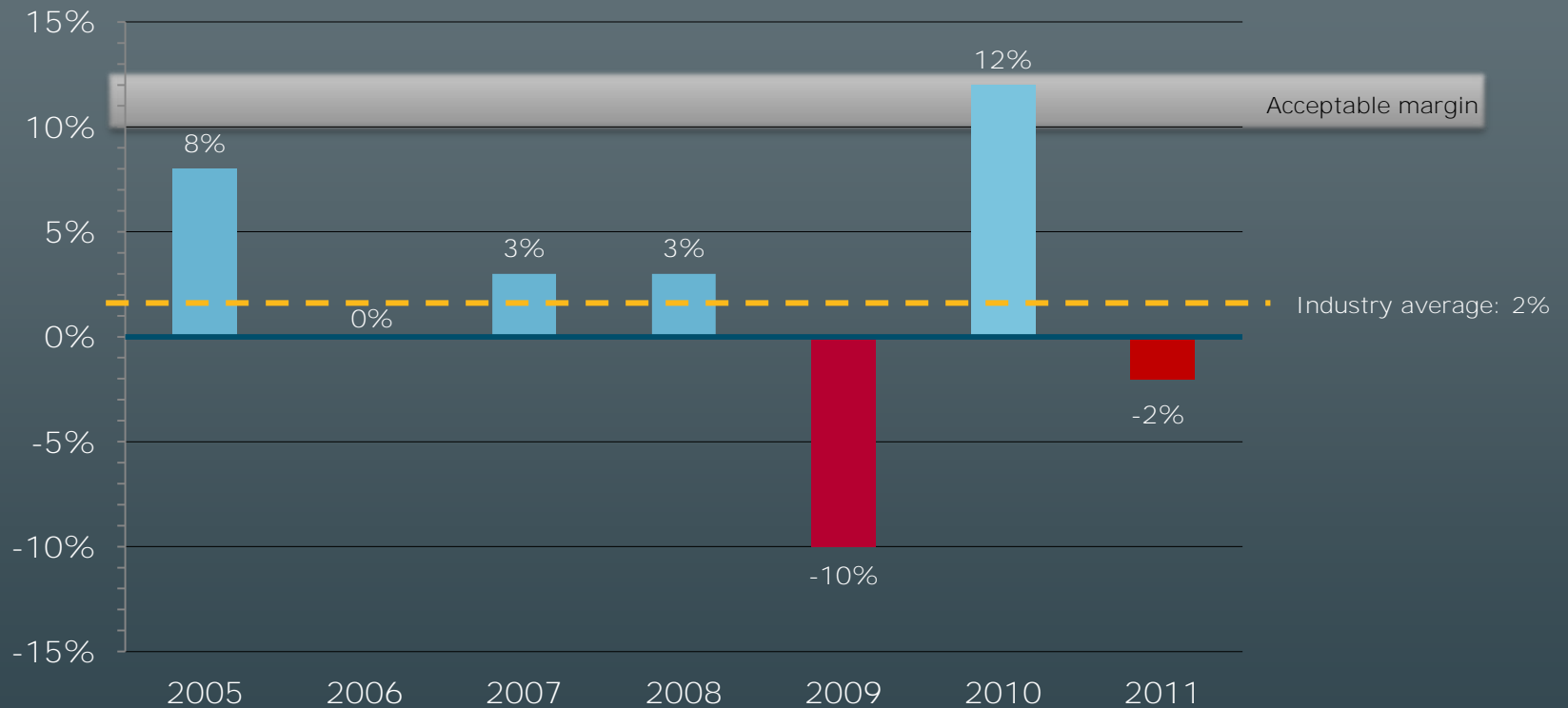


- The profitability issue of Container Shipping
- Outlook on the container market
- Maersk Line status and the impact on terminals



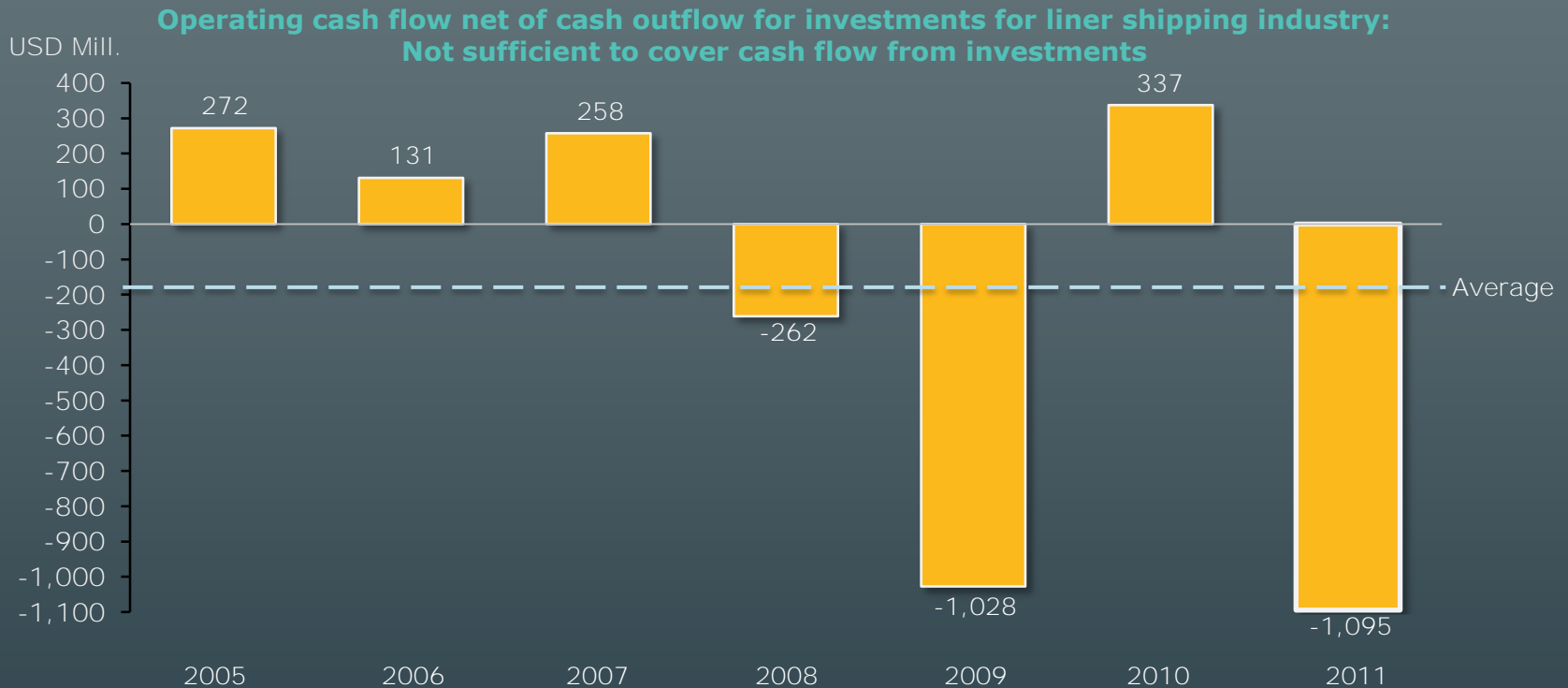
Topics

The liner shipping industry is not generating acceptable margins



SOURCE: Public corporate reports

The industry is not self-sustaining and it is destroying shareholder value

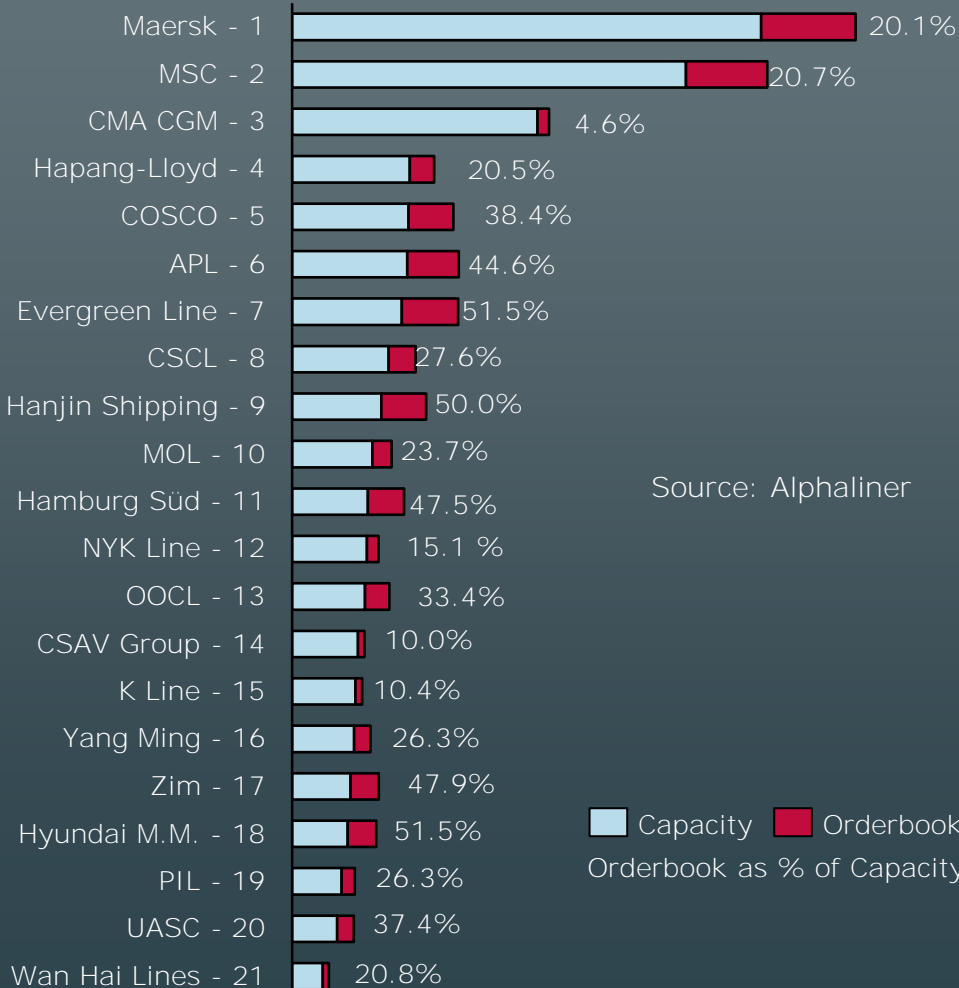


NOTE: Peer group includes CMA CGM, Hapag-Lloyd, APL, Hanjin, Hyundai, Zim, NYK, MOL, CSAV, COSCO, CSCL and OOCL. Group figures for all carriers except Zim. The figures are a non-weighted average. 2011 average is incomplete as it does not include Hapag Lloyd, Hanjin, HMM, CMA CGM, Zim, CSCL, COSCO and OOCL as their results are not yet out

SOURCE: Company Reports

The current orderbook

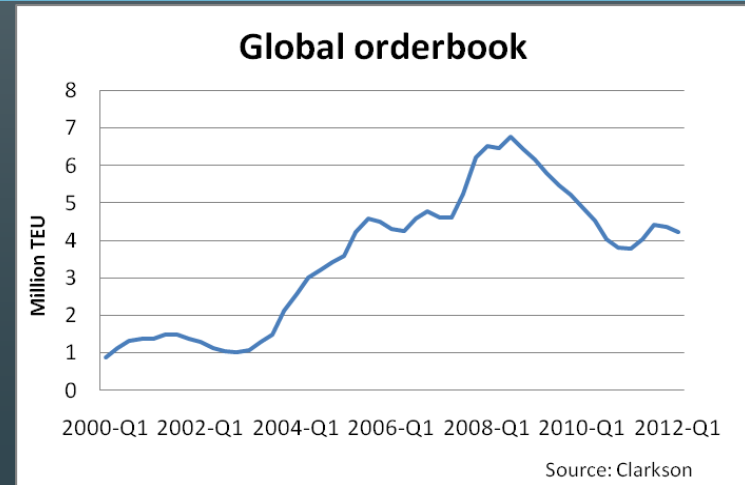
Top 20 orderbook status and current fleet



Orderbook resurgence, end 2011

- The global orderbook kept at a stable level in 2011
- Total order book: 4.5 m TEU/663 vessels
 - Approximately 23% of current fleet
 - This is still much lower than at peak levels before the crisis
- Ordering discipline is key in reigning in capacity growth for the long years

Historical development in orderbook

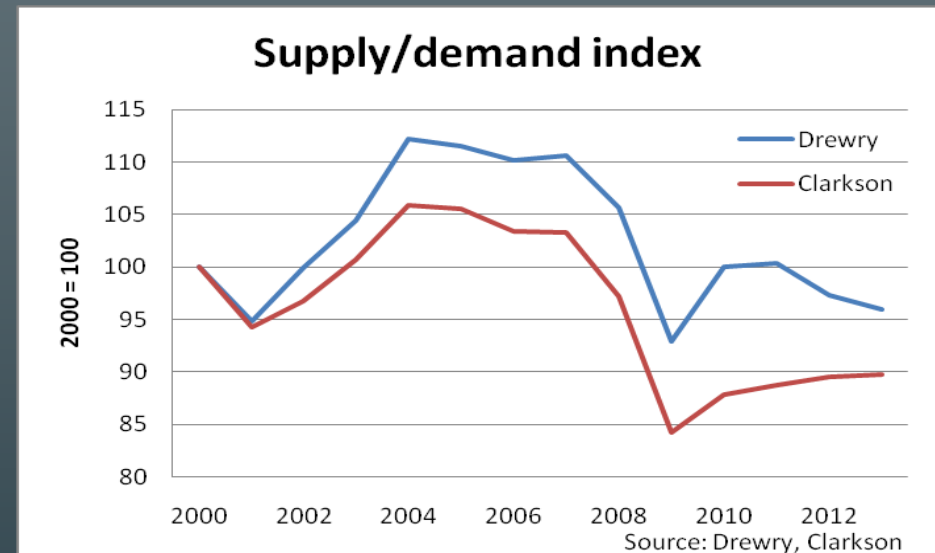


Global Supply/Demand Balance

Supply/demand is set to decline further

- Drewry's projections of the supply/demand index is tending slightly downwards for 2012 and 2013 as demand growth is expected to be lower than effective capacity growth
- Clarkson's estimated development is slightly more optimistic, although the level is generally lower
- Both indices remains lower than before the crisis

Supply/demand index below pre-crisis levels



Trade split for Maersk Line

Trade	Distribution of volume
Asia – Europe	24 %
Africa	15 %
North America	15 %
Latin America	14 %
West & Central Asia	17 %
Oceania	5 %
Intra Asia	7 %
Intra Europe	3 %
Total	100 %

Source: <http://www.maersk.com/investorrelations>

The opportunities

- Getting cargo there on time
- Ease of business
- Environmental performance

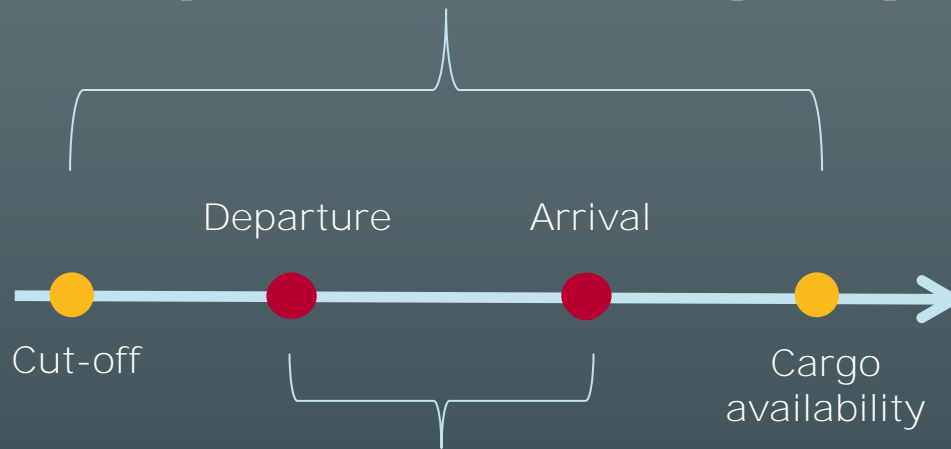
Think
differently

"We can't solve problems by using the same kind of thinking we used when we created them"

Albert Einstein
Physicist

From transit time to transportation time

Transportation time (TTT)



Transit time (TT)

Cargo reliability with Daily Maersk is at ~ 97%

What drives Terminal selection in this regards...

- Cost
- Productivity
- Reliability
- Access (3E or PS)
- Hinterland access
- Environmental performance

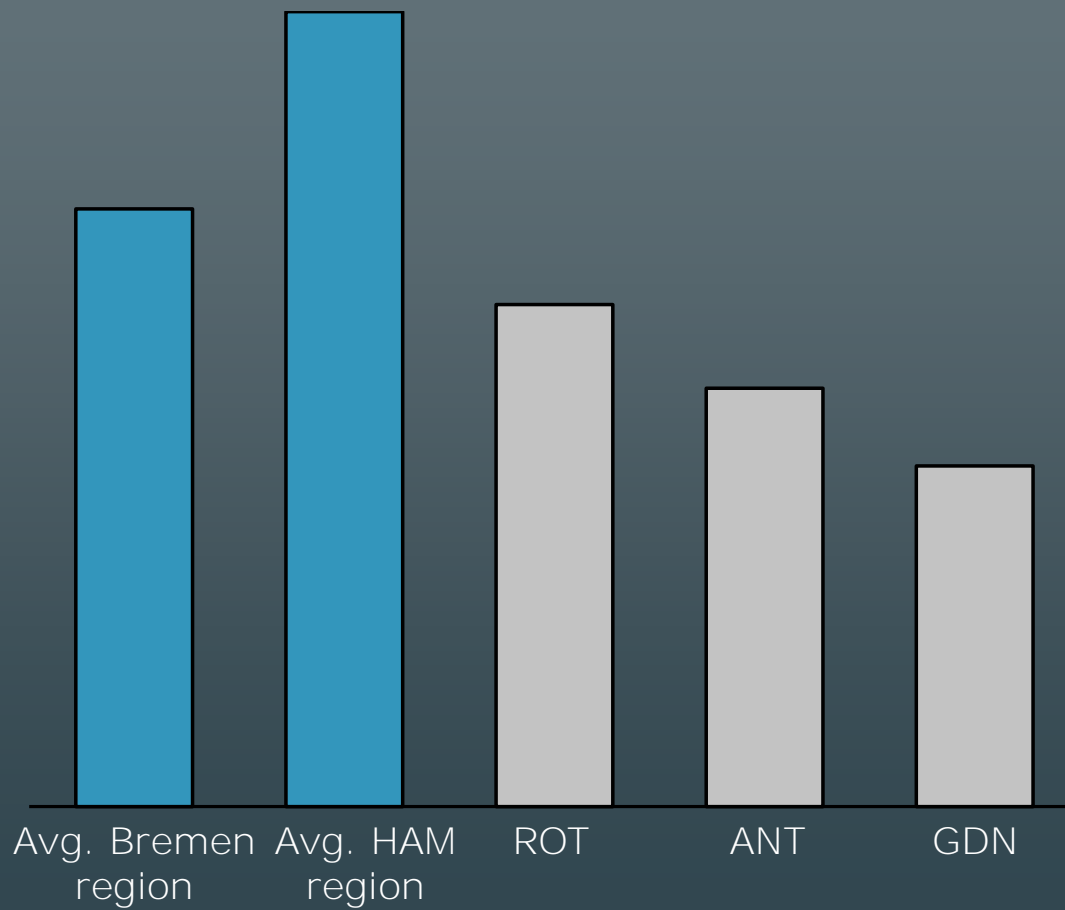
How does the terminal status look like



Status on main terminals

- Wilhelmshaven is opening September 2012
- Gdansk/Gdynia (PL) are still expanding
- Ust-Luga (RUS) recently opened
- Klaipeda is gradually expanding to accommodate 10.000 TEU vessels (completed 2018)
- London gateway (UK) will be operational end 2013
- Rotterdam Maasvlakte II (NL) will be operational end 2014

Indexed cost benchmark



What will impact future development?

- New terminal capacity is coming soon
- Productivity improvements
- Increasing competition from expanding Baltic ports
- Competitiveness
- Partnership
- Transshipment cargo is highly flexible