Maersk Group strategy and performance

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Maersk Group

- Founded in 1904
- Represented in over 130 countries, employing around 90,000 people
- Market capitalisation of around USD 29.5bn end Q3 2016

Transport & Logistics
Maersk Line carries around 14% of all seaborne containers and, together with APM Terminals, Damco, and Svitzer enable and facilitate global trade

Energy
Through Maersk Oil, Maersk Drilling, Maersk Tankers and Maersk Supply Service the Energy division is involved with production of oil and gas, drilling activities, transportation of oil products, and offshore services. These businesses will, either individually or in combination, be separated from A.P. Møller - Mærsk A/S. The objective is to find solutions within 24 months

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New strategic direction

Reorganising the Group to enable strategic focus and profitable growth

- The new direction will support a higher level of strategic focus, profitable growth and a disciplined capital allocation. As a consequence the Group's portfolio will be reorganised into two separated divisions: Transport & Logistics and Energy
- Transport & Logistics
  - The unique position supported by industry leading digitalised solutions will lead to improved product offerings and services to customers
  - Operating as one integrated company will generate synergies
  - Estimated ROIC impact from synergies of up to 2%-points within three years
- Energy
  - More focused and structurally agile strategies to optimise the values
  - Maersk Oil to focus its portfolio in fewer geographies to gain scale in basins, particularly in the North Sea
  - Oil and oil related businesses, either individually or in combination, to be separated from A.P. Møller - Mærsk A/S. Objective to find solutions within 24 months
- Continuing focus on ensuring a strong capital structure and defined key financial ratio targets in line with an investment grade rating

Strategic focus

Profitable growth

Disciplined capital allocation

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Background for strategic review

Responding to challenges in our industries

External drivers

Disruptions:

- Digitalisation
- Low growth
- Nearshoring
- Change in energy consumption

Macro:

- GDP growth
- Private consumption
- Currency changes
- Policy decisions

Freight rates/oil price:

- Supply/demand imbalance
- Cyclicality
- Limited visibility
- Increased uncertainty

Internal drivers

Group challenges:

- All businesses structurally challenged
- Lack of top line growth
- Investments not meeting return requirements

Transport & Logistics:

- Focus on transparency and accountability have created “stand-alone” business units with limited synergies

Energy:

- Oil and oil related businesses, all top quartile performers, need to adapt to new market outlook

Why now?

Cost and operation:

- All businesses have significantly improved cost efficiency and delivered high operational performance and are now better positioned for the new strategic direction

Portfolio management:

- The process of focusing the Group and divesting non-core assets has been completed

Legal structure:

- Businesses are legally separated, enabling different solutions, including separation from A.P. Møller - Mærsk A/S

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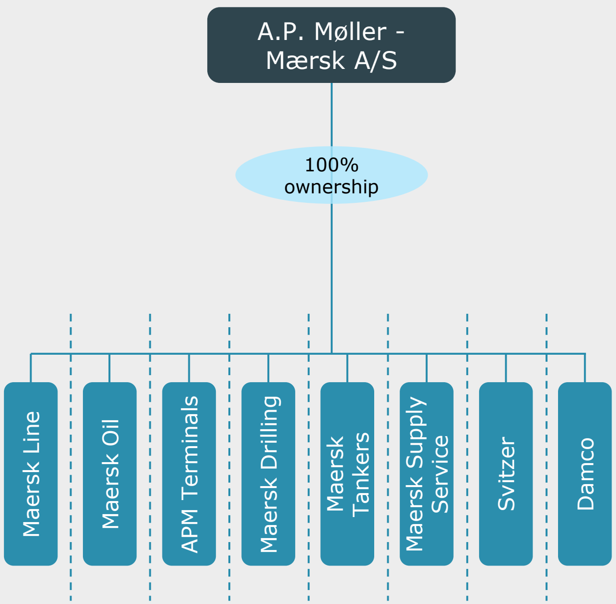
Reorganising the Group into two divisions

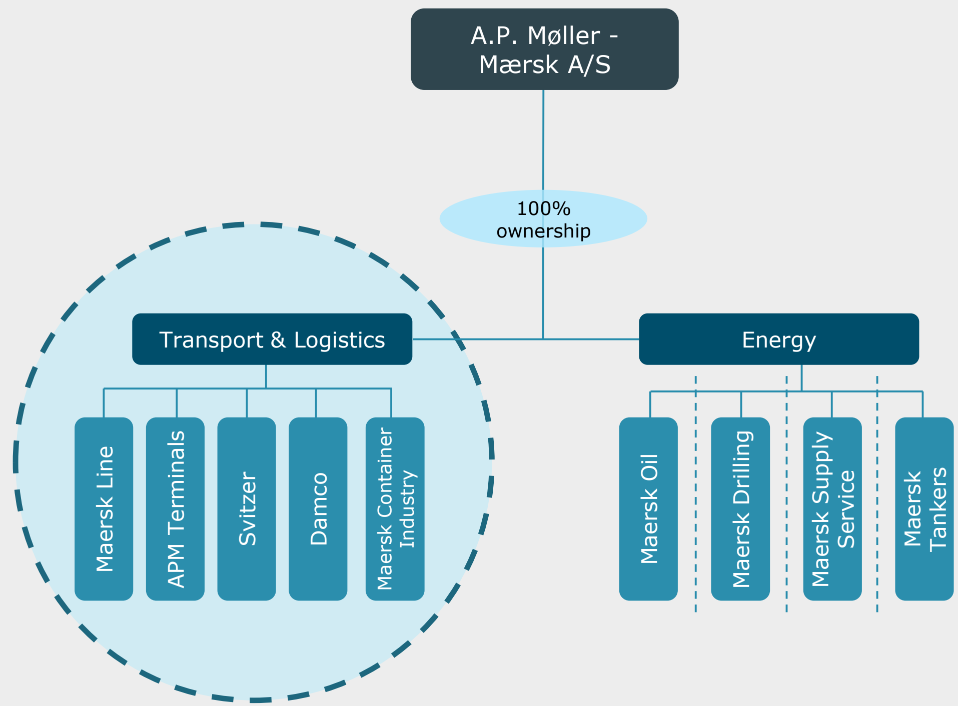
Previous structure

Operated as separated business units on arm’s length basis



Future structure

Integrating transportation businesses to generate synergies and unlock growth, while entities in Energy continue to operate separately to optimise the values



The new structure will enable a higher level of strategic focus

Strategic intent

Strategic initiative supported by new structure

Key strategic changes

Refocusing the internal structure of the Group enables

- Strong strategic focus
- Profitable growth
- Increased agilities and synergies
- Disciplined capital allocation

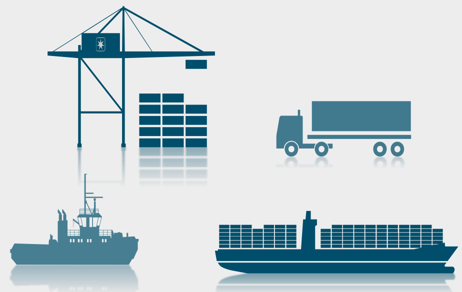
All enabling longevity of the Group while maximising shareholder value

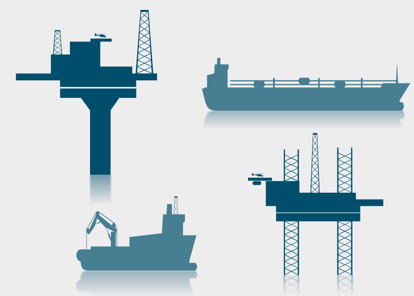
Key strategic intent

1 **Transportation & Logistics**	• Improve product offerings and customer experience supported by innovative and digitalised solutions and services • One company structure with multiple brands, enabling synergies • Operate the industry's most effective and reliable network combined with operational excellence and cost leadership
2 **Energy**	• The division will be managed with an active owner mindset with four individual companies • Different solutions for the individual oil related businesses will be sought, which include separation of entities either in form of JVs, mergers or listing • Maersk Oil will continue to invest in strategic projects already sanctioned or under development • New investments in offshore service businesses and Maersk Tankers will be limited
3 **Capital allocation, performance management, leadership**	• Focus on disciplined capital allocation with growth ambitions in Transport & Logistics and optimising value in Energy • Both divisions will be managed with separate management teams with solid industry experience and financial targets • Continuing focus on ensuring a strong capital structure and defined key financial ratio targets in line with an investment grade rating

Maersk Group overview

Revenue, NOPAT and Invested capital split[1]





	TRANSPORT & LOGISTICS		ENERGY	
	USD	**% of total Group**	**USD**	**% of total Group**
Revenue, FY2015	31.4bn	76%	9.8bn	24%
Underlying profit[2], FY2015	2.0bn	59%	1.4bn	41%
Invested capital, FY2015	27.6bn	65%	14.8bn	35%

Note 1: Reportable segments, excluding other businesses, unallocated and eliminations, etc.
Note 2: Excluding net impact from divestments and impairments

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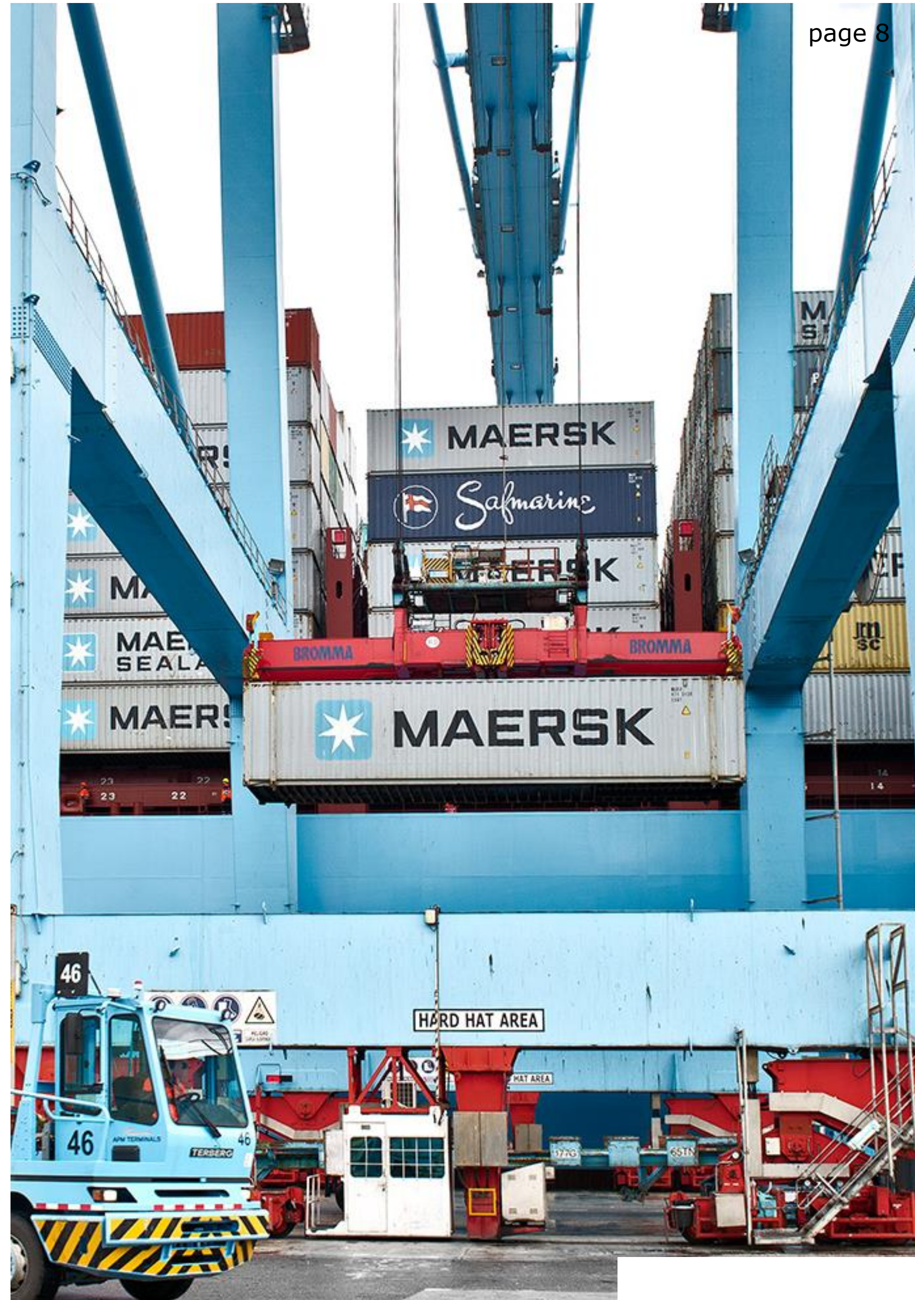
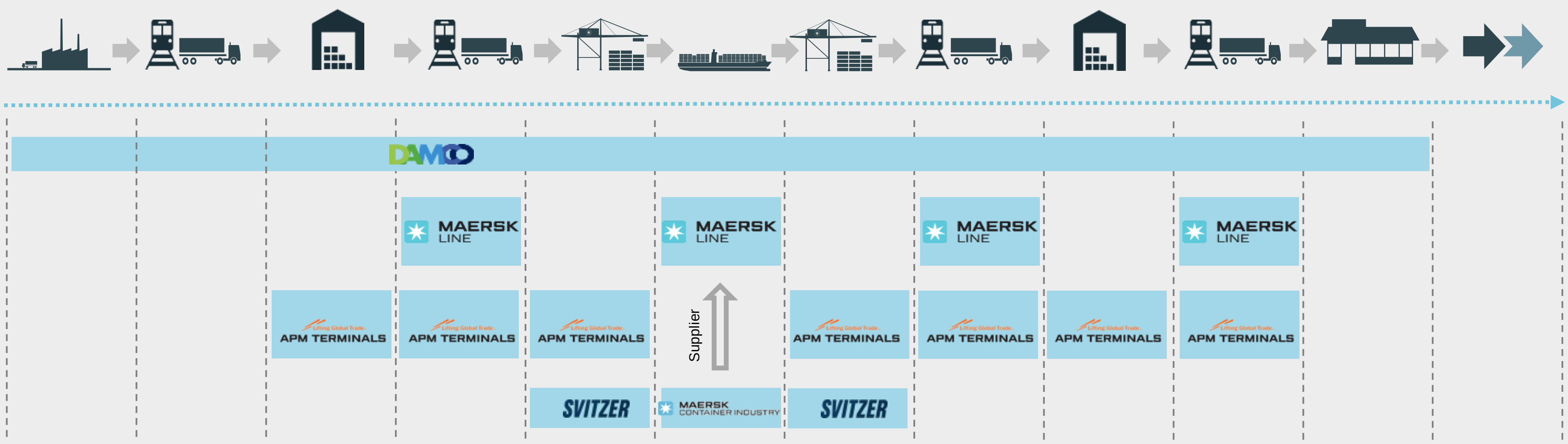
Strategy of Transport & Logistics

- Transport & Logistics consists of:
  - Maersk Line
  - APM Terminals
  - Damco
  - Svitzer
  - Maersk Container Industry
- Operating on a one company structure with multiple brands
- Three pillars to deliver profitable growth:
  - Improved product offerings and customer experience based on combined capabilities supported by industry leading digital solutions
  - Harvest synergies and optimise operations to secure the industry's most effective and reliable network
  - Capital discipline will be ensured and when making investments, acquisitions will be the preferred option



Leveraging existing strong positions throughout the value chain



Transport & Logistics

Unique starting point to create a truly integrated Transport & Logistics company

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Energy

Entities to continue to operate separately

- Energy consists of:
  - Maersk Oil
  - Maersk Drilling
  - Maersk Tankers
  - Maersk Supply Services
- More focused and structurally agile strategies to optimise the values
- The division will be managed with an active owner mindset
- The individual businesses will require different solutions for future development including separation of entities separately or in combination from A.P. Møller - Mærsk A/S in form of JVs, mergers or listing
- Depending on market development and structural opportunities, the objective is to find solutions for the individual entities within 24 months

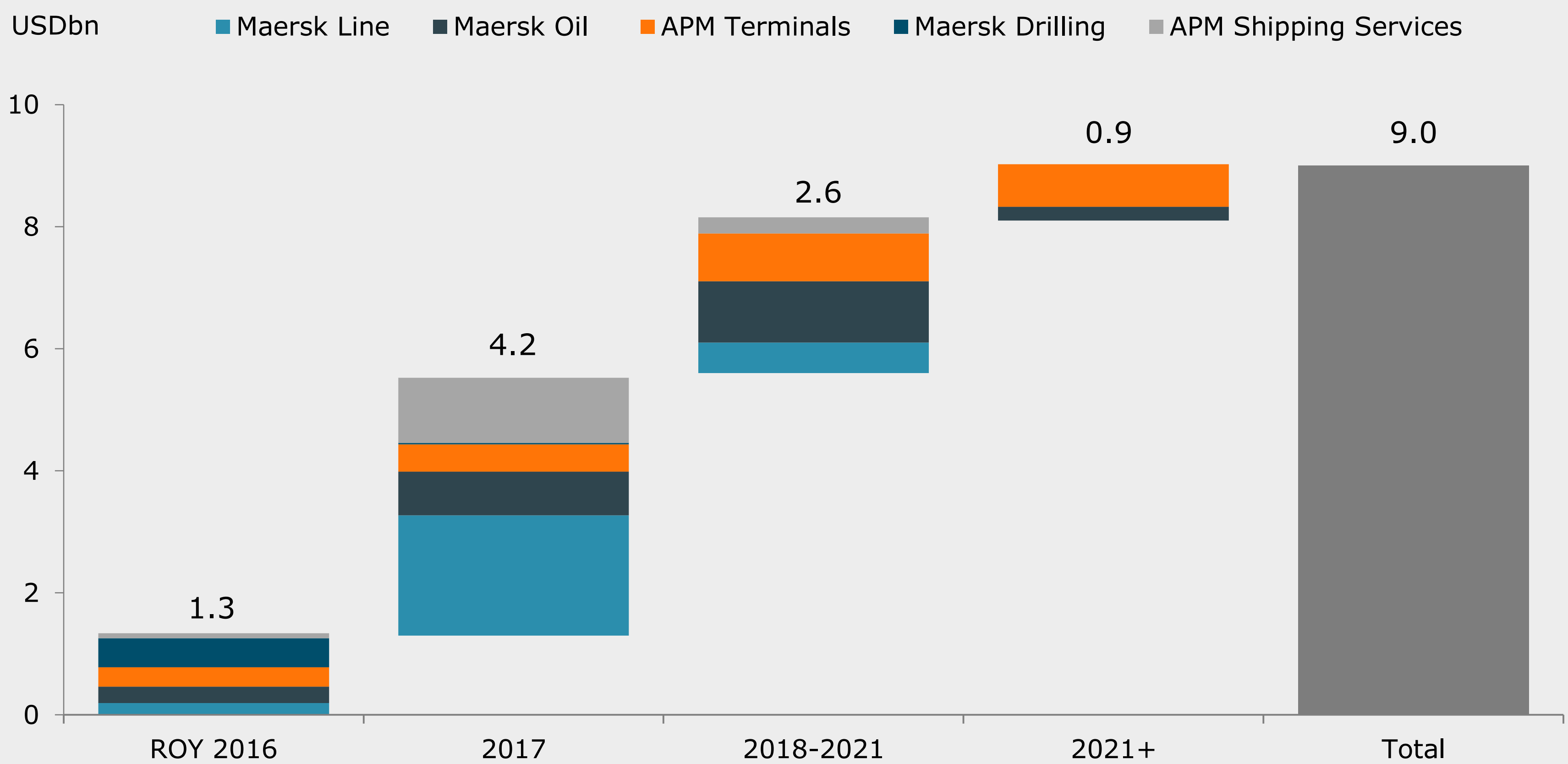
MAERSK OIL

MAERSK TANKERS

MAERSK DRILLING

MAERSK SUPPLY SERVICE

Capital commitment



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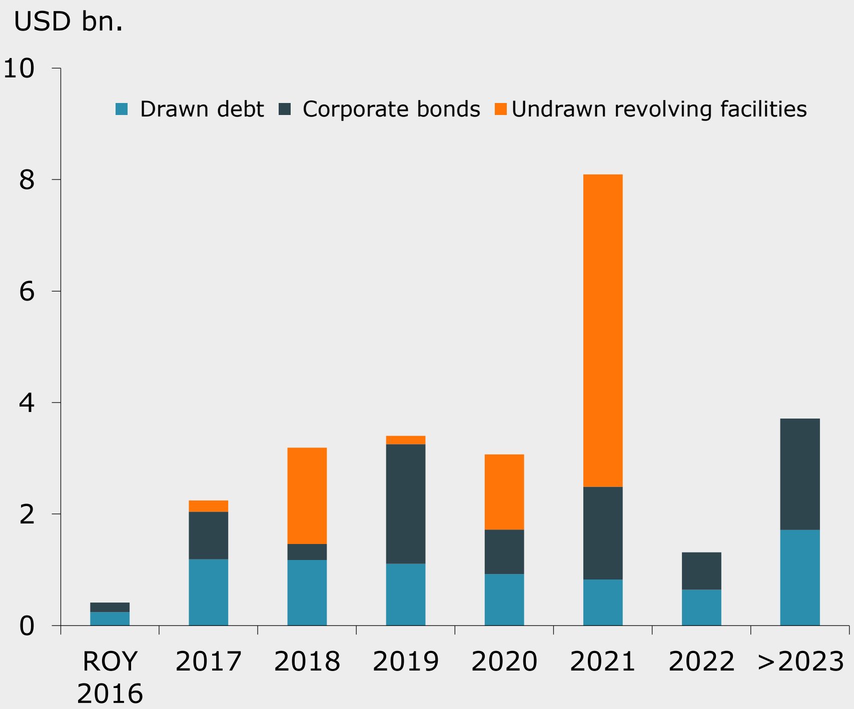
Funding in place with liquidity reserve of USD 11.8bn

Loan maturity profile at the end of Q3 2016



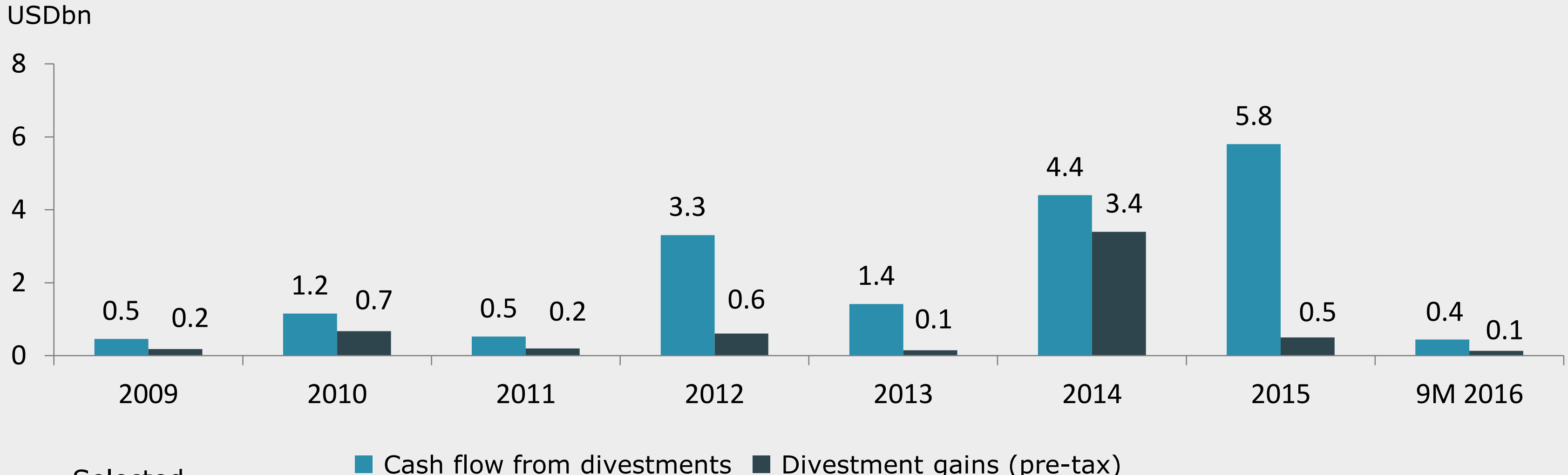
Funding

- BBB+ (credit watch negative) / Baa1 (review for downgrade) credit ratings from S&P and Moody's respectively
- Liquidity reserve of USD 11.8bn as of end Q3 2016*
- Average debt maturity about four years
- Corporate bond programme - 56% of our Gross Debt (USD 8.6bn)
- Amortisation of debt in coming 5 years is on average USD 2.2bn per year

*Defined as cash and securities and undrawn committed facilities longer than 12 months less restricted cash and securities

Active portfolio management

Cash flow from divestments has been USD 17.5bn with divestment gains of USD 5.8bn pre-tax since 2009



Selected divestments

Rosti Loksa	Sigma Baltia	Netto, UK FPSO Ngujima-Yin	Maersk LNG FPSO Peregrino US Chassis Dania Trucking	DFDS stake US BTT ERS Railways VLGC's Handygas FPSO Curlew	Dansk Supermarked majority share 15 Owned VLCCs APM Terminals Virginia	Danske Bank stake Esvagt	Dansk Skibskredit (in Q4 2016)

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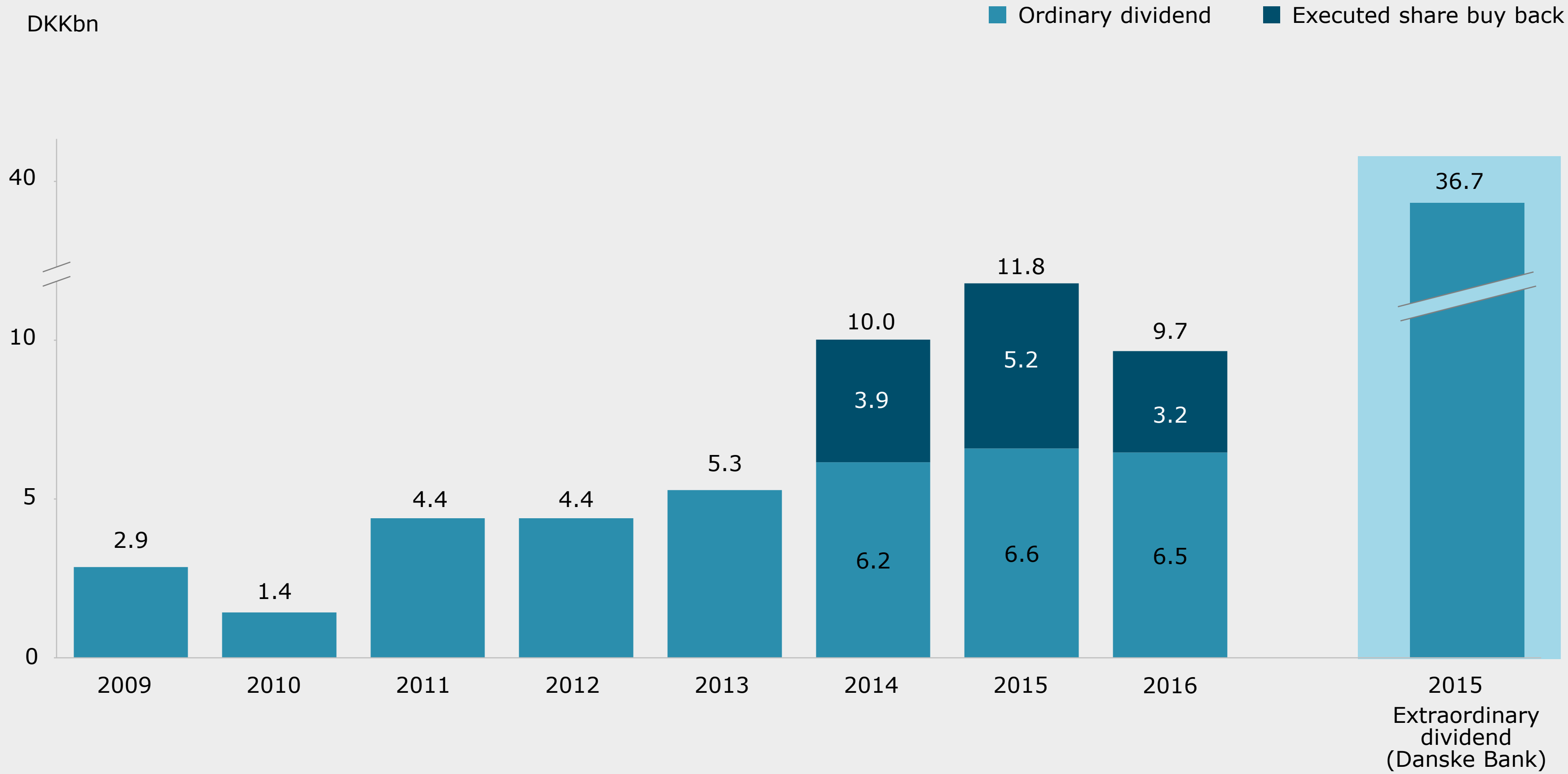
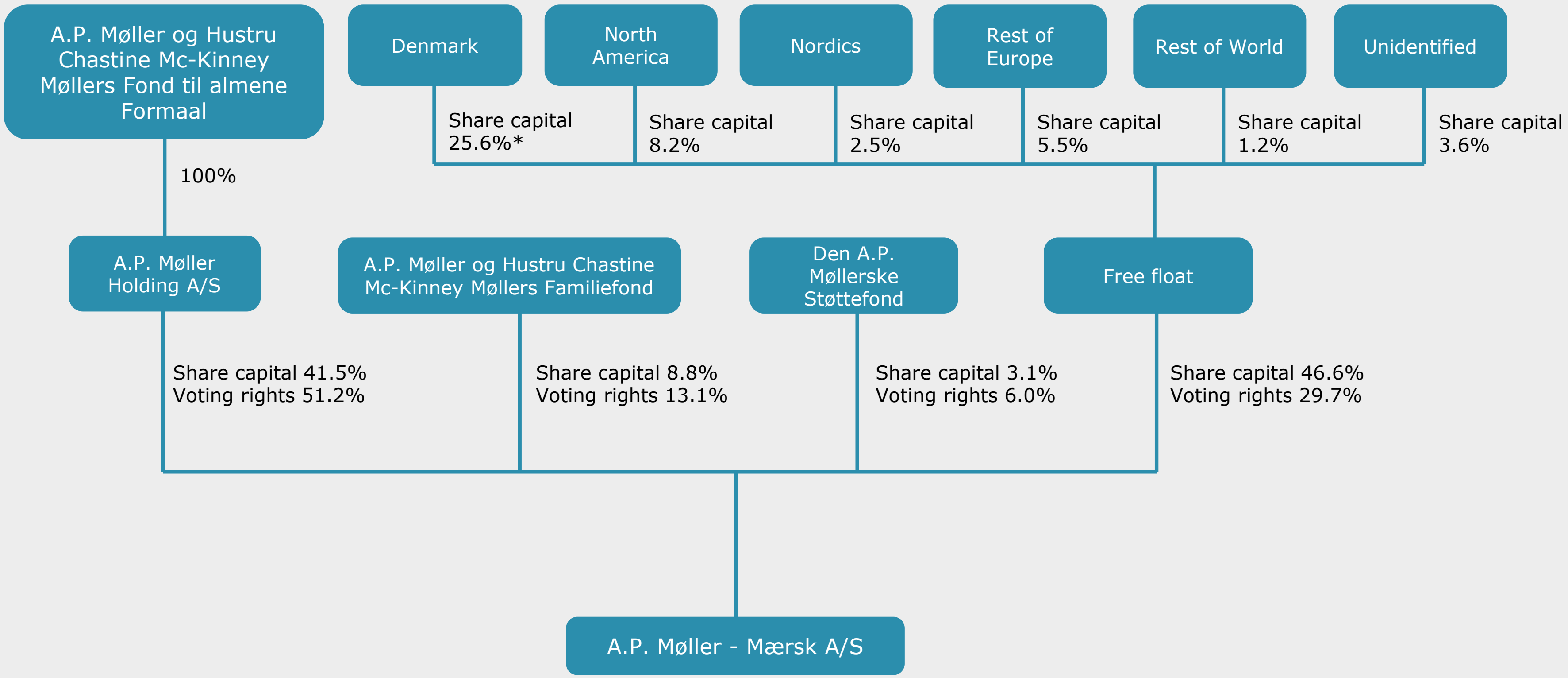
Value creation shared with investors



Note: Dividend and share buy back in the paid year. The second share buy back of USD ~1bn was completed in Q1 2016.

Shareholder composition



Note: Free float excludes shareholders with more than 5% of share capital or votes
*Including treasury shares
Source: CMi2i. As of June 2016

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Underlying profit reconciliation

USD million, Q3	Profit for the period 2016	Profit for the period 2015	Gain on sale of non-current assets, etc., net[1] 2016	Gain on sale of non-current assets, etc., net[1] 2015	Impairment losses, net[1] 2016	Impairment losses, net[1] 2015	Tax on adjustments 2016	Tax on adjustments 2015	Underlying profit 2016	Underlying profit 2015
Maersk Group	438	778	12	118	-1	-	1	-2	426	662
Maersk Line	-116	264	6	21	-	-	-	-	-122	243
Maersk Oil	145	32	-	-	-	-	-1	-	146	32
APM Terminals	131	175	5	1	-	-	-	-1	126	175
Maersk Drilling	340	184	-1	12	-	-	1	-	340	172
APM Shipping Services	25	154	1	5	-1	-	-	-1	25	150
Maersk Tankers	-1	59	-	1	-	-	-	-	-1	58
Maersk Supply Services	-11	45	1	1	-1	-	-	-	-11	44
Svitzer	22	30	-	-	-	-	-	-	22	30
Damco	15	20	-	3	-	-	-	-1	15	18

[1] Including the Group's share of gains on sale of non-current assets etc., net and impairments, net, recorded in joint ventures and associated companies

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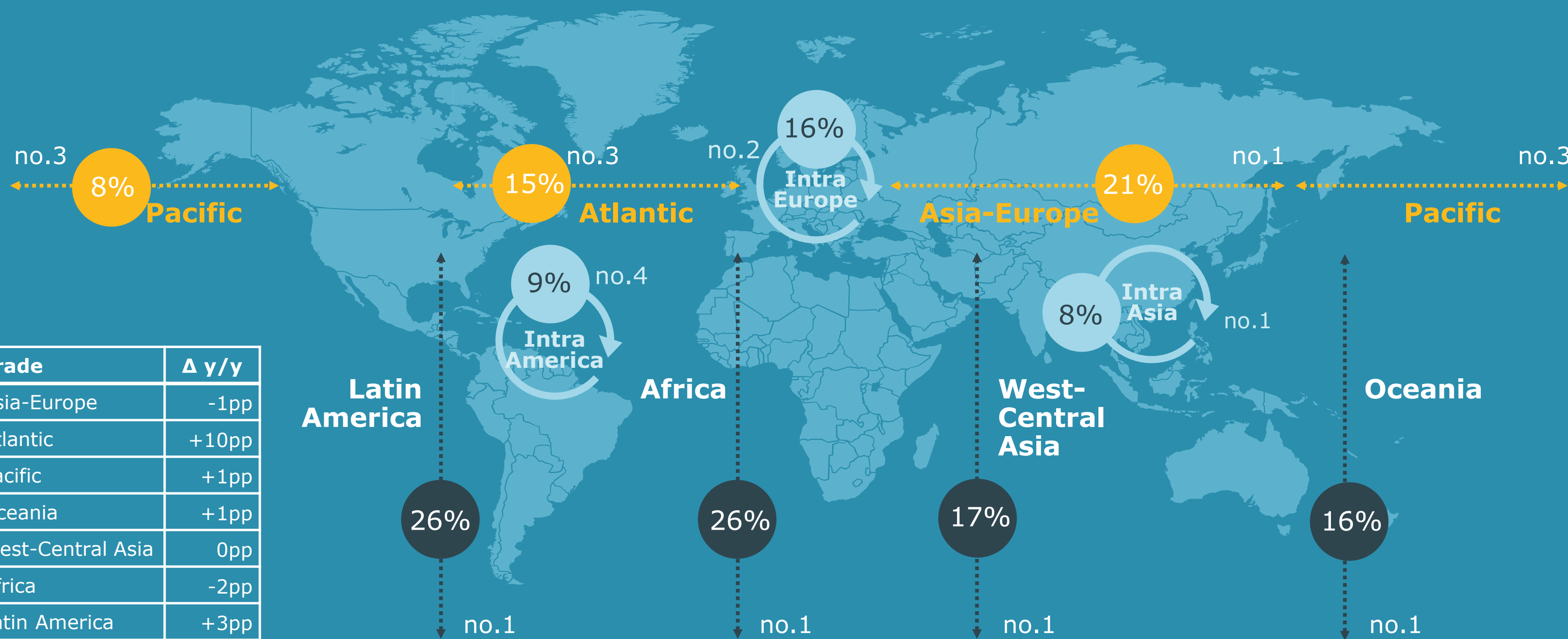
Maersk Line

Capacity market share by trade



Trade	Δ y/y
Asia-Europe	-1pp
Atlantic	+10pp
Pacific	+1pp
Oceania	+1pp
West-Central Asia	0pp
Africa	-2pp
Latin America	+3pp
Intra Europe	+2pp
Intra Asia	+1pp
Intra America	+1pp

Maersk Line capacity (TEU)

East-West 40.5% North-South 48.2% Intra 11.4% ○ Capacity market share no. Market position

Note: 1)West-Central Asia is defined as import and export to and from Middle East and India. 2) Trades mapped as per ML definition. 3) ML EW market shares calculated as ML accessible capacity based on internal data on ML-MSC allocation split applied to 2M capacity market share (deployed capacity data from Alphaliner)
Source: Alphaliner as of 2015 FY (end period), Maersk Line

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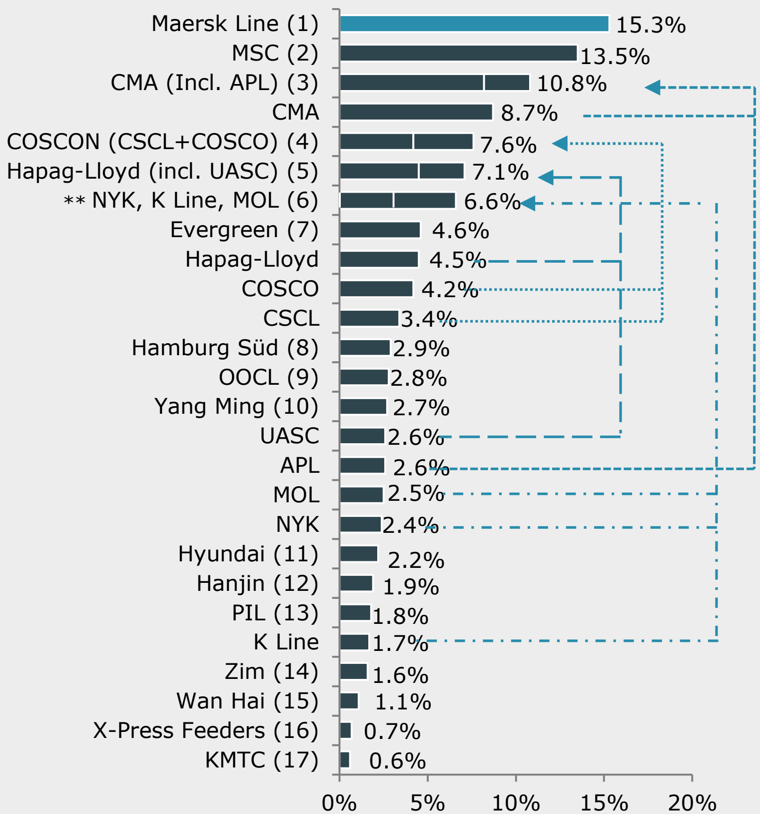
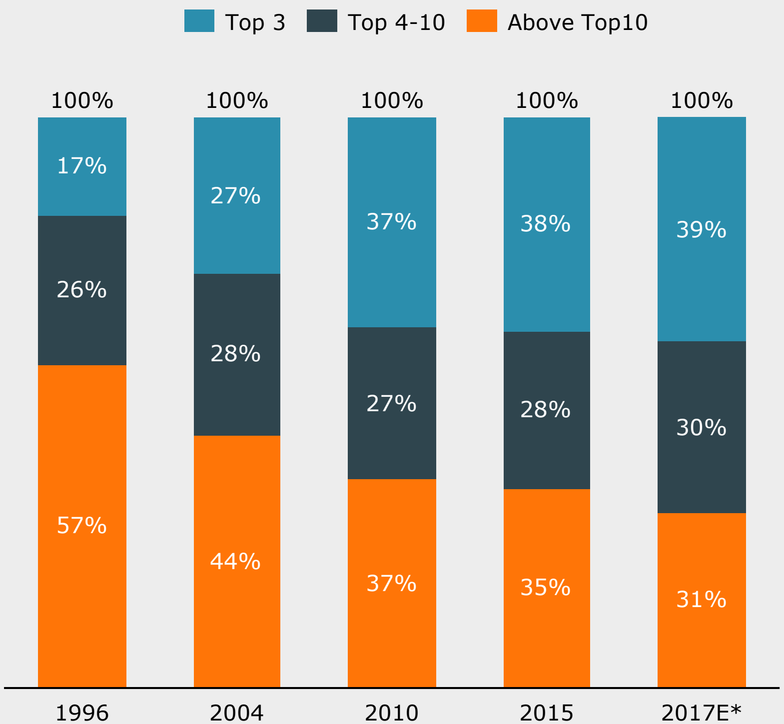
The industry is fragmented

but consolidation has increased top liners market share

Capacity market share (%)



Consolidation has increased top 3's capacity market share



Source: Alphaliner, 1 October 2016, split based on pre-acquisition/merger size
*Expected 2017 based on mergers already announced will be completed, with capacity as of 1 October 2016, source Alphaliner
** Merger announced 31 October 2016. Expect starting operation on 1 April 2018

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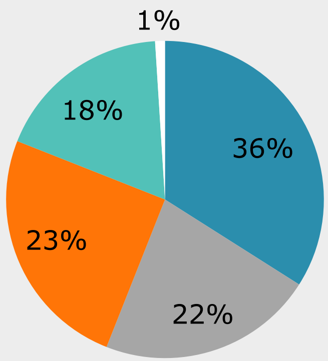
Reshuffling alliances

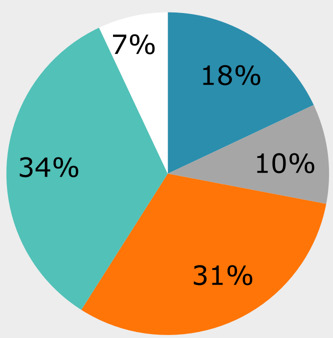
East-West will be operated mainly through 3 key alliances, from 4 today

Current capacity share by alliance

Far East – Europe



Far East – North America

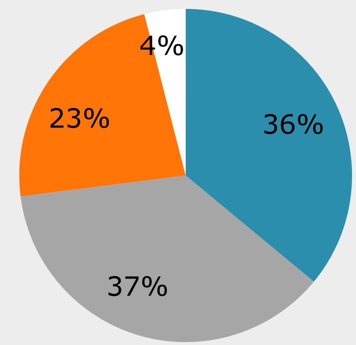


2M Ocean 3 CKYHE G6 Others

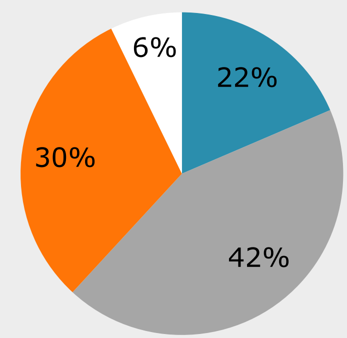
Source: Alphaliner 1 October

Projected capacity share by alliance (1 April 2017)

Far East – Europe



Far East – North America



2M Ocean Alliance THE Alliance Others

Note: Subject to regulatory approvals.

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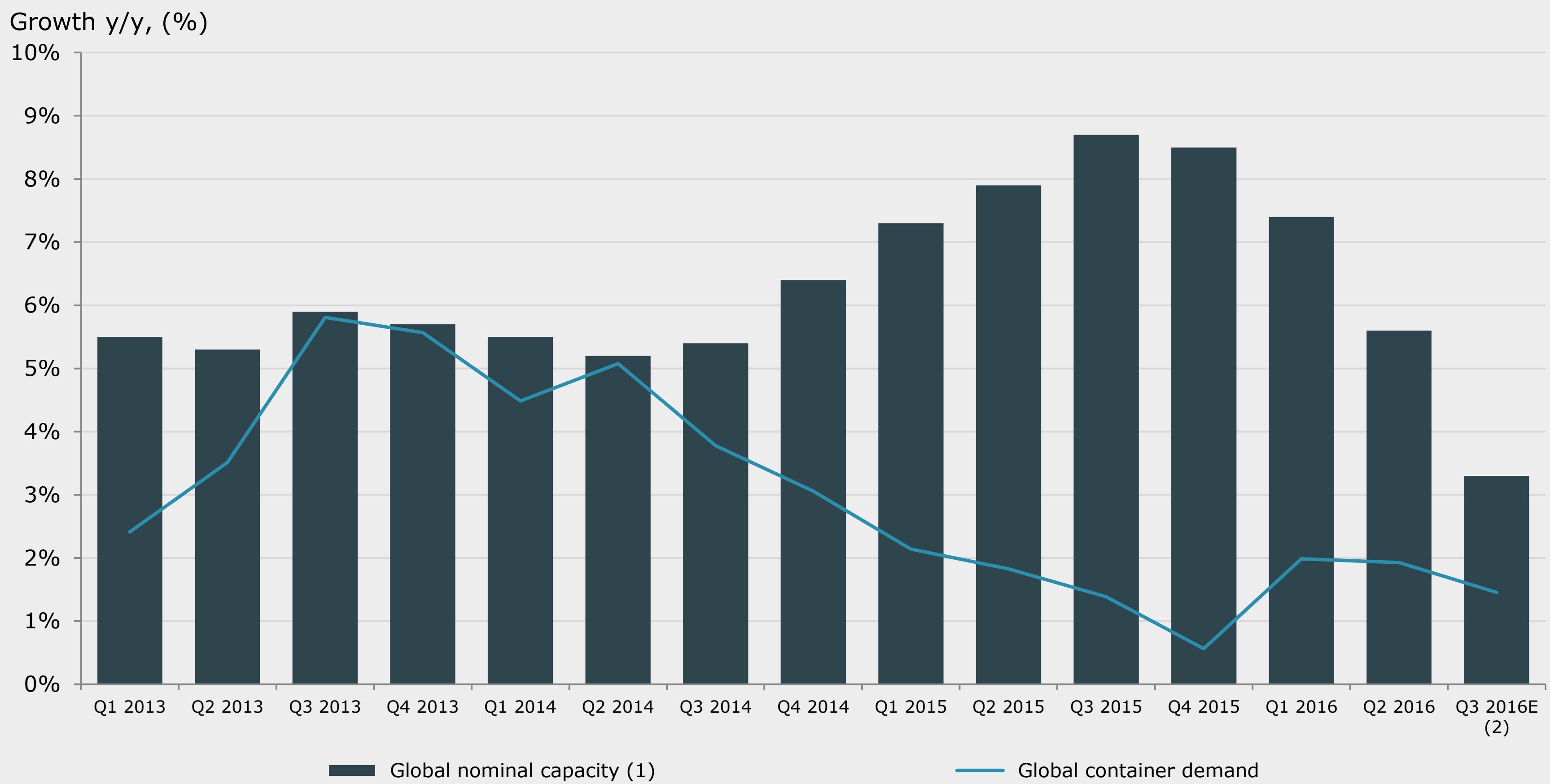
The supply/demand gap keeps widening…

The supply/demand gap is still widening, but at a lower degree



Note: 1) Global nominal capacity is deliveries minus scrappings, 2) Q3 2016E is ML internal estimates where actual data is not available yet
Source: Alphaliner, Maersk Line

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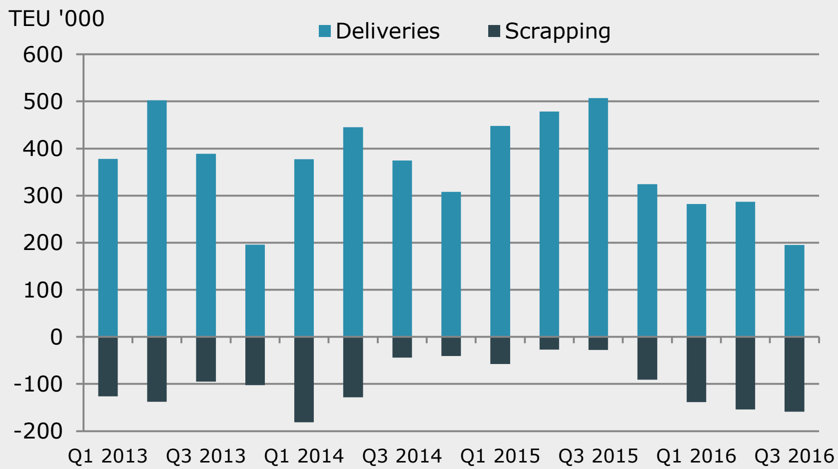
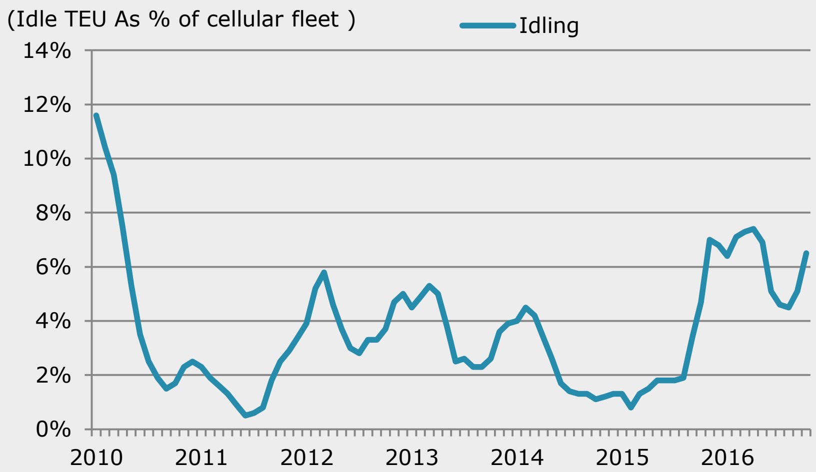
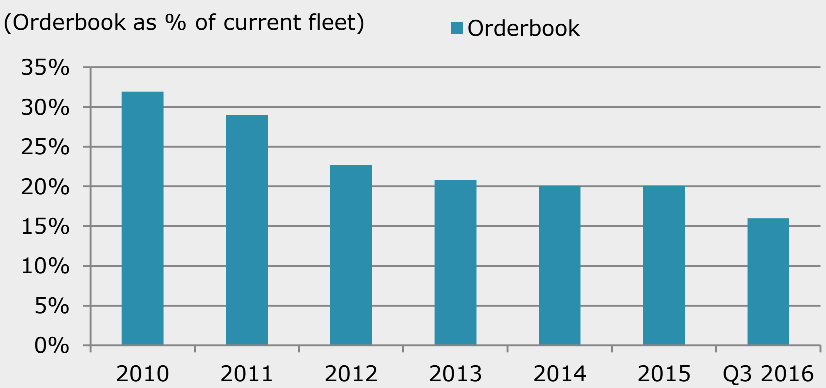
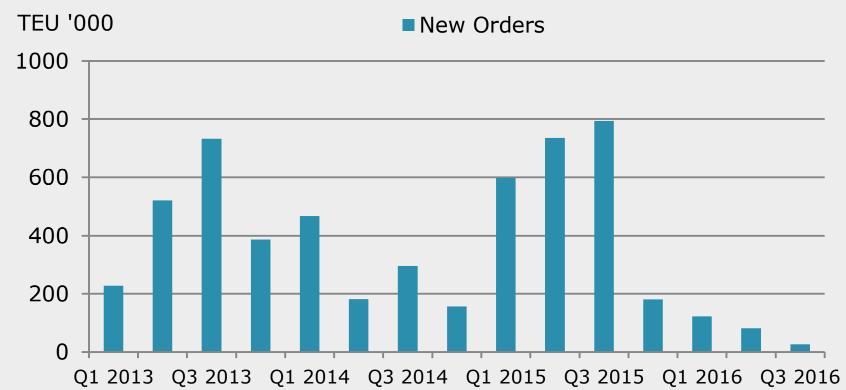
…but there is a hint of positive factors









Source: Alphaliner, Clarksons

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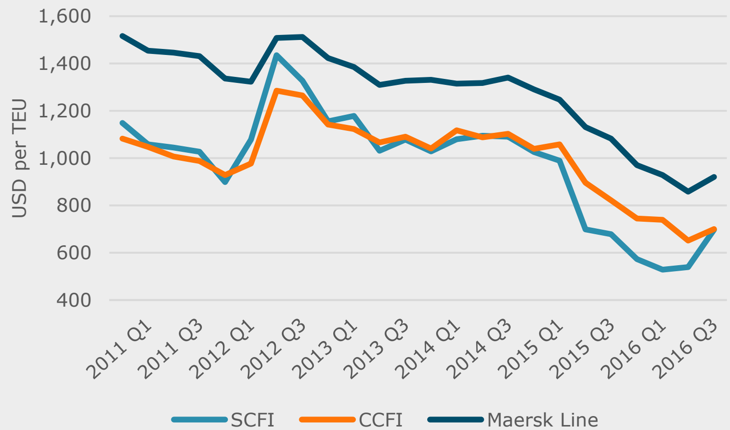
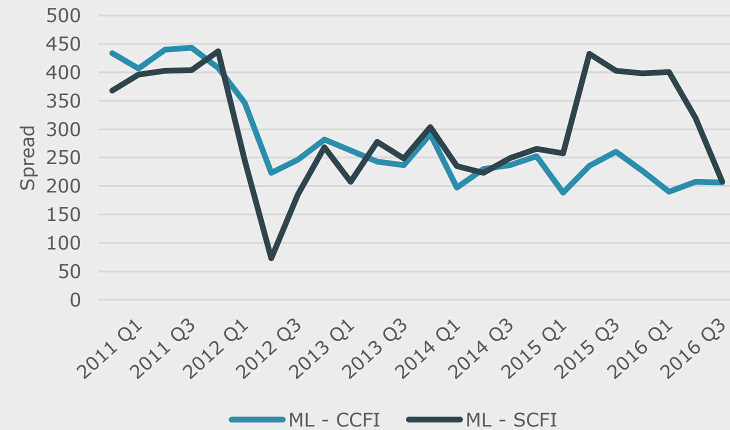
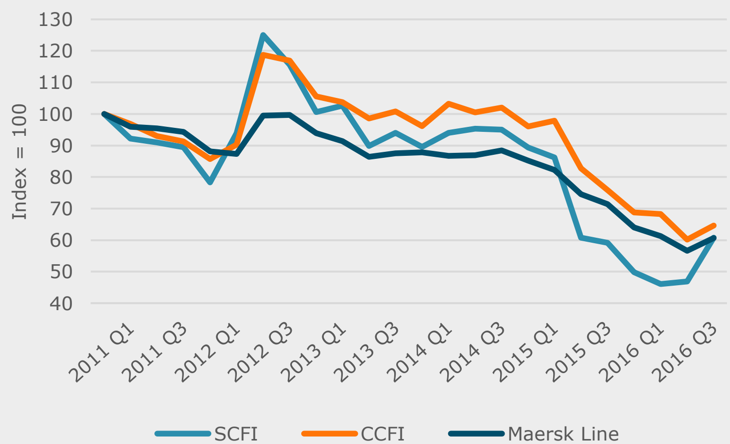
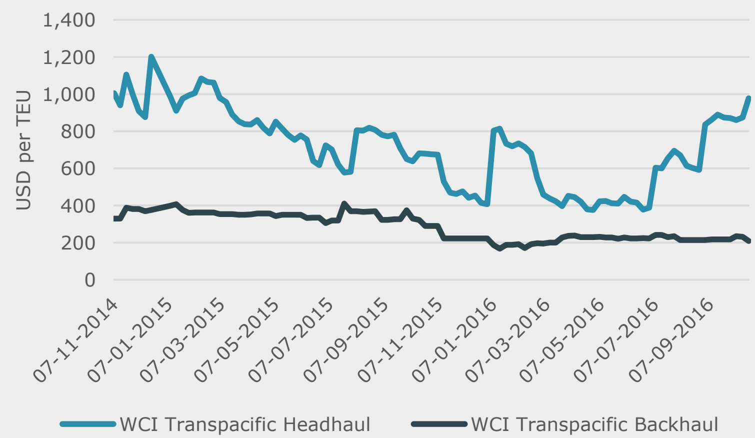
Freight rate development









Source: SSE, Bloomberg, WCI & Maersk Line

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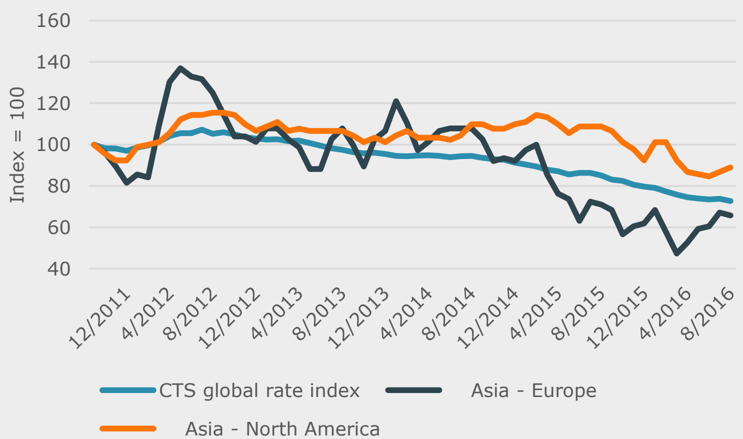
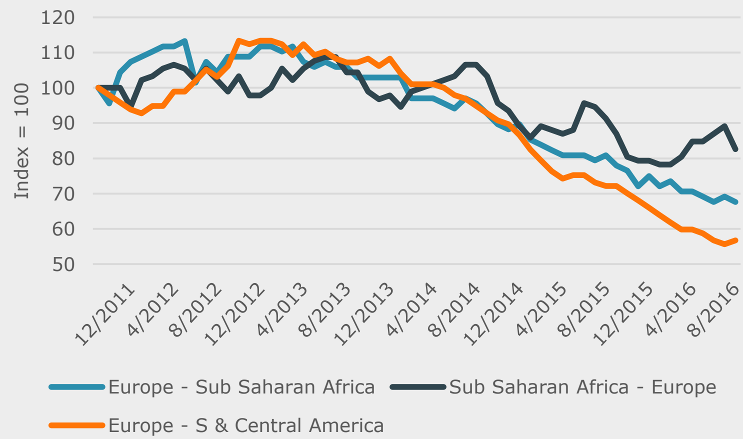
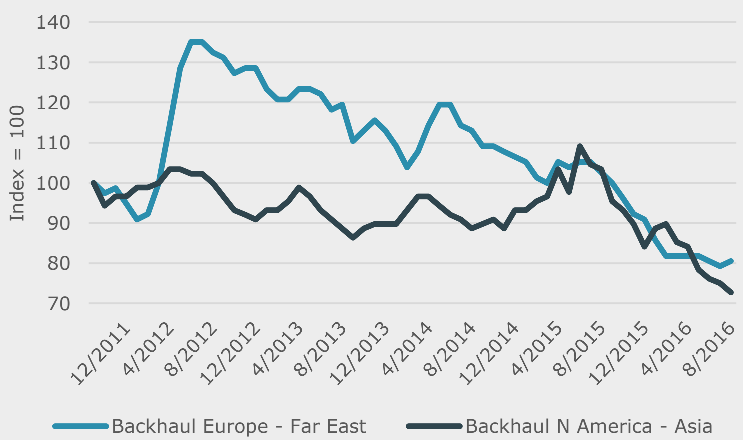
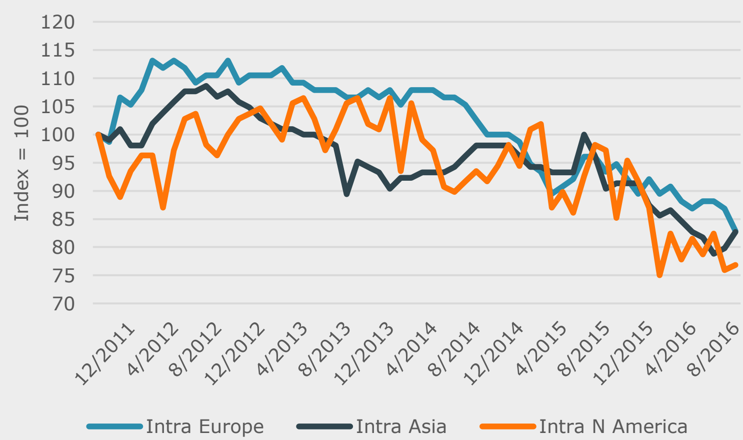
Container rates still under pressure on all trades









Source: Bloomberg, CTS

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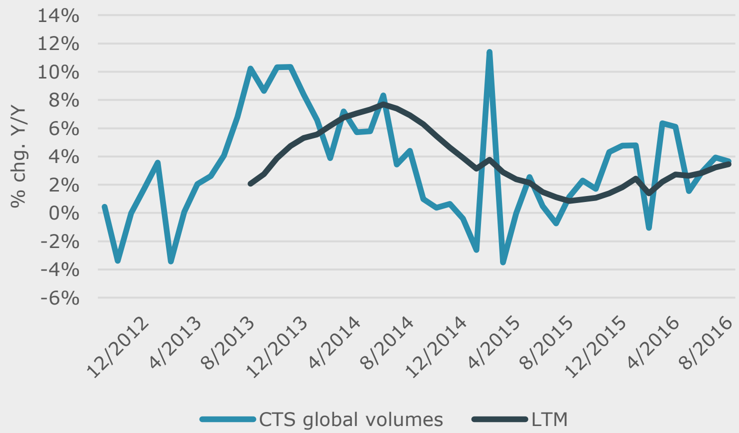
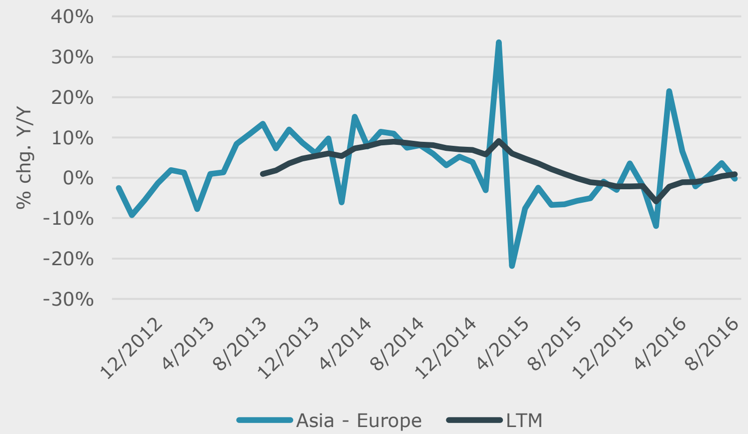
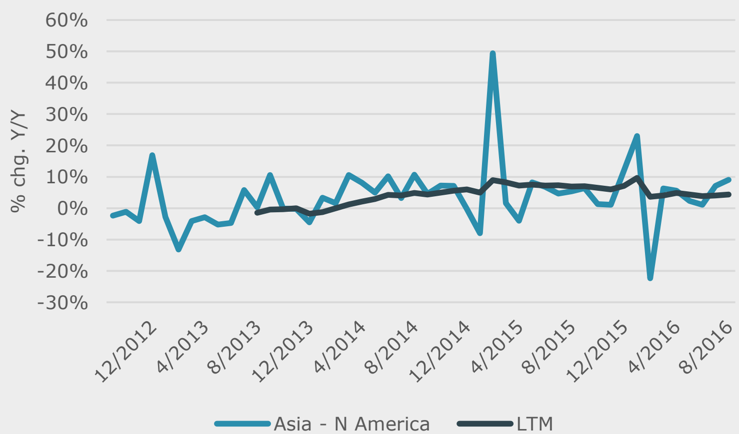
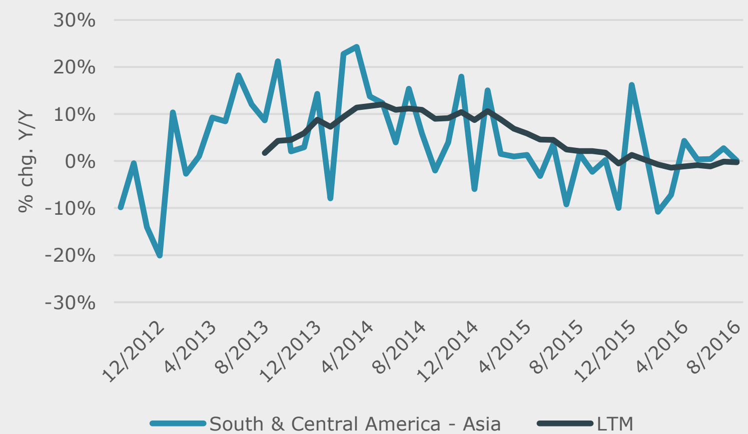
Global container volumes slightly improving







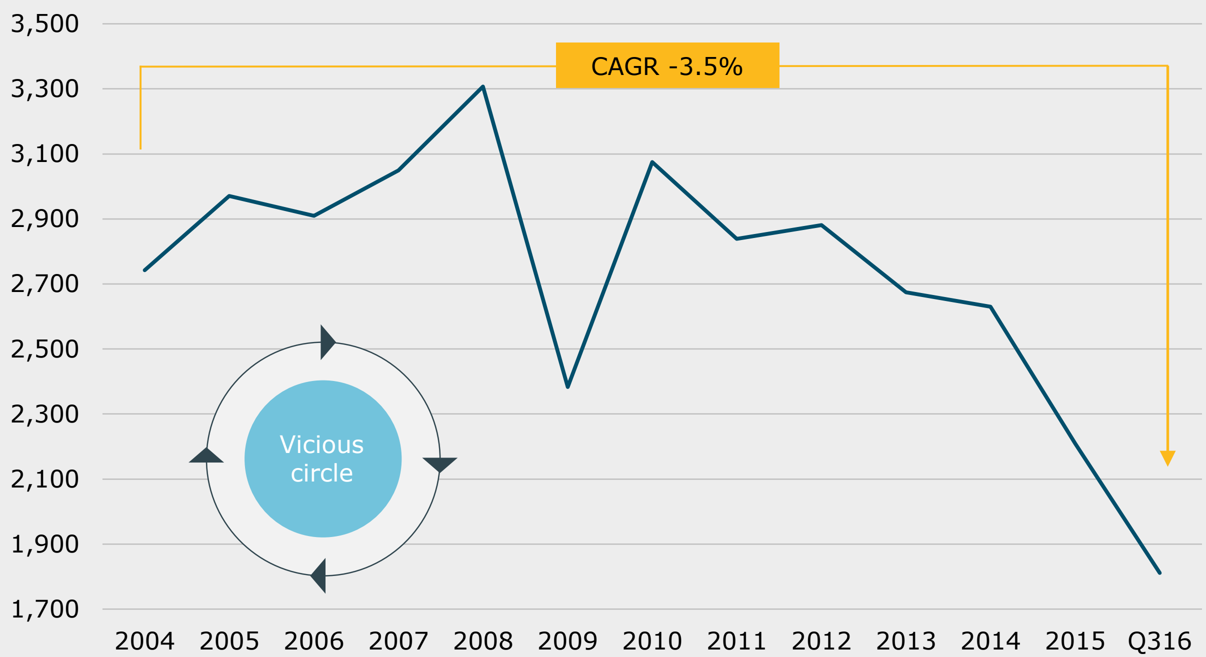


Source: Bloomberg, CTS

Rates will continue to be under pressure from supply/demand imbalance

Maersk Line's average freight rate has declined 3.5% p.a. since 2004

Maersk Line freight rate, (USD/FFE)



Since	CAGR (%)
2004	-3.5
2008	-7.5
2010	-8.8
2012	-11.6
2014	-19.2

Source: Maersk Line

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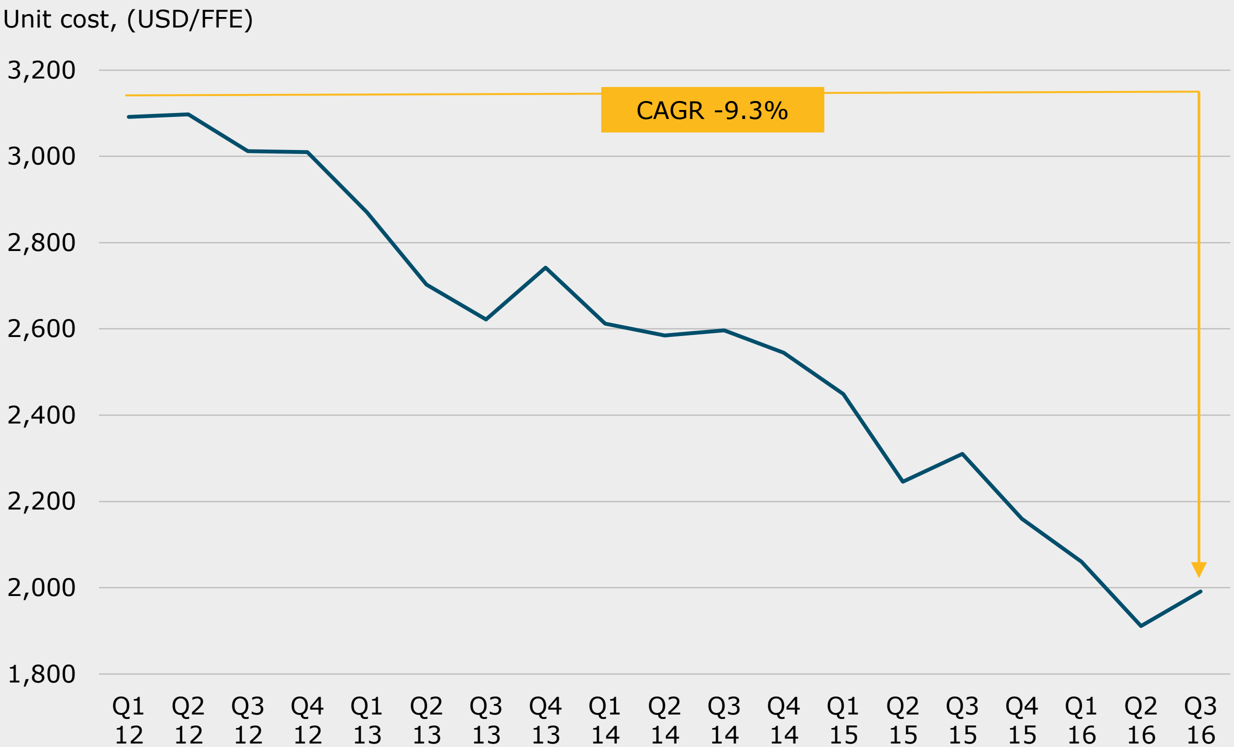
Maersk Line’s response is to focus on cost…

Maersk Line’s unit cost has declined 9.3% p.a. since Q1 2012



Since	CAGR (%)
Q1 2012	-9.3
Q1 2014	-10.3
Q1 2015	-12.9

Note: Unit cost excluding gain/loss, restructuring, share of profit/loss from associated companies and including VSA income.
Source: Maersk Line

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… and will continue to drive cost down with plenty of opportunities

- Network rationalization
- Speed equalization & Slow steaming
- Improve utilization
- SG&A
- 2M
- Improve procurement
- Inland optimization
- Deployment of larger vessels
- Retrofits

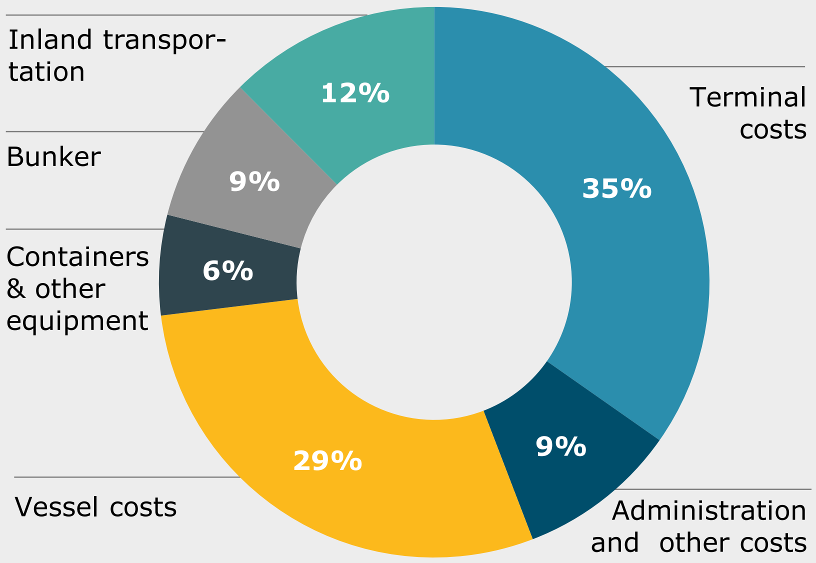
Source: Maersk Line

Terminal and vessel costs represent the largest components of our cost base

Cost base, H1 2016

USD 9.9bn
H1 2016 cost base

1,981 USD/FFE
H1 2016 unit cost



Note: 1) Cost base: EBIT cost adjusted for VSA income, restructuring result from associated companies and gains/losses. Terminal costs: costs related to terminal operation such as moving the containers (mainly load/discharge of containers), container storage at terminal, stuffing (loading) and stripping (unloading) of container content, power for reefer units, etc. Inland transportation: costs related to transport of containers inland both by rail and truck. Containers and other equipment: costs related to repair and maintenance, third party lease cost and depreciation of owned containers. Vessel costs: costs related to port and canal fees (Suez and Panama), running costs and crewing of owned vessels, depreciation of owned vessels, time charter of leased vessels, cost of slot (capacity) purchases and vessel sharing agreements (VSA) with partners. Bunkers: costs related to fuel consumption. Administration and other costs: cost related to own and third party agents in countries, liner operation centers, vessel owning companies, onshore crew and ship management, service centers and headquarters. Administration cost types such as staff, office, travel, training, consultancy, IT, legal and audit, etc. Other costs covering currency cash flow hedge, cargo and commercial claims and bad debt provision. 2) Unit Cost per FFE (incl. VSA income)
Source: Maersk Line

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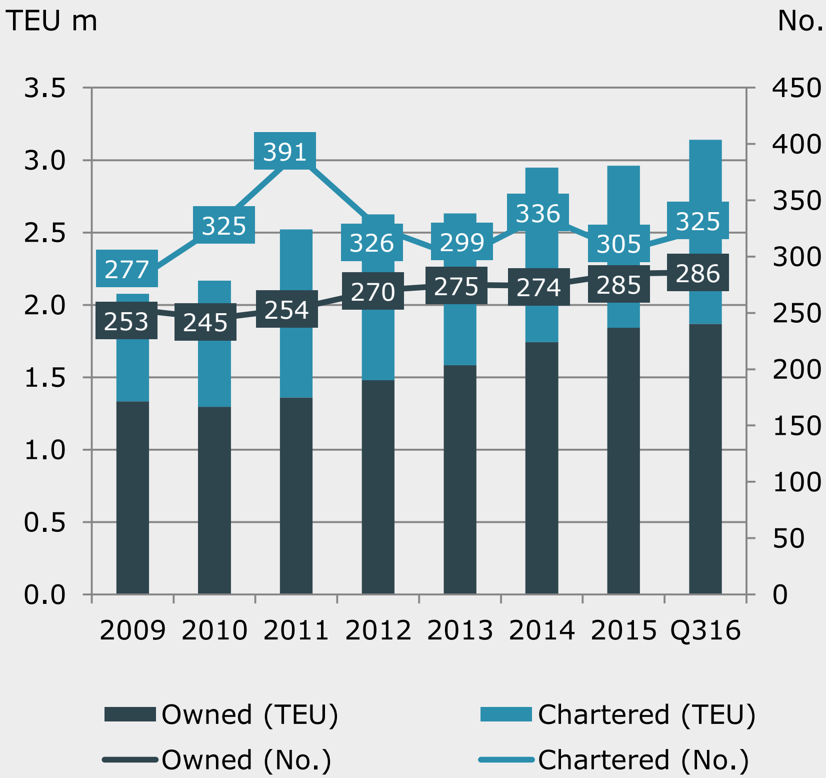
We continue to optimize the network

Development in owned vs chartered fleet



Maersk Line capacity development

- Maersk Line aims to continuously adjust capacity to match demand and optimise utilisation
- Network capacity increased by 3.8% y/y to 3.1m TEU and decreased by -0.1% q/q
- Chartered capacity increased 6.4% y/y while owned capacity increased 2.1% y/y.

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Network rationalisation and initiatives

Example of network rationalisation…

WHAT: AC (Far East – Mexico/Caribbean/West Coast South America) used to sail 2 loops on clockwise rotatations around the Pacific. Now we split into 3 loops (head haul capacity unchanged) and send 1 loop in an anticlockwise direction.

IMPACT: Transit times to and from West Coast South America improve up to 2 weeks. Adds relay capacity at low marginal cost, and new direct products, on a previously unrelated trade (New Zealand – Asia).

Note: AC system includes AC1, AC2 and AC3.
Source: ML

…and several other during Q3 2016

Safari (Asia – South Africa):
Replaces AE1 Japan coverage

Far East – North Europe:
Implemented July 2016

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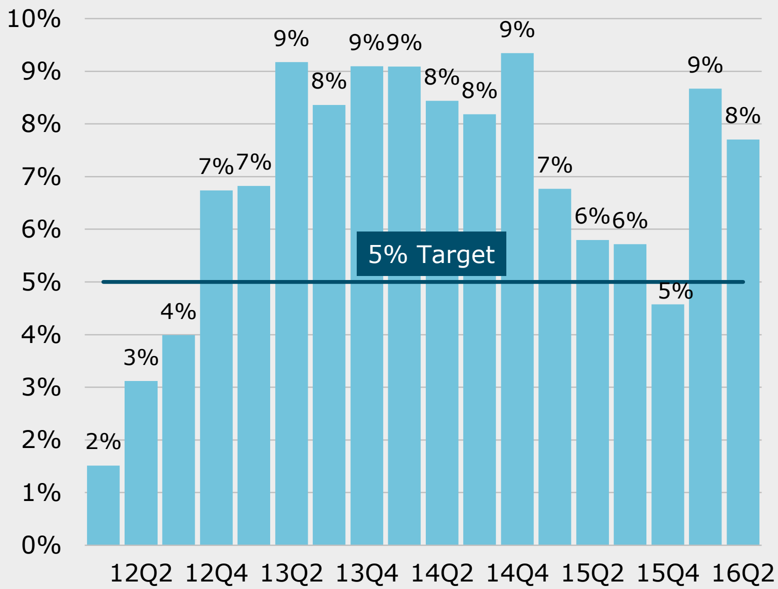
EBIT margin gap target of 5%

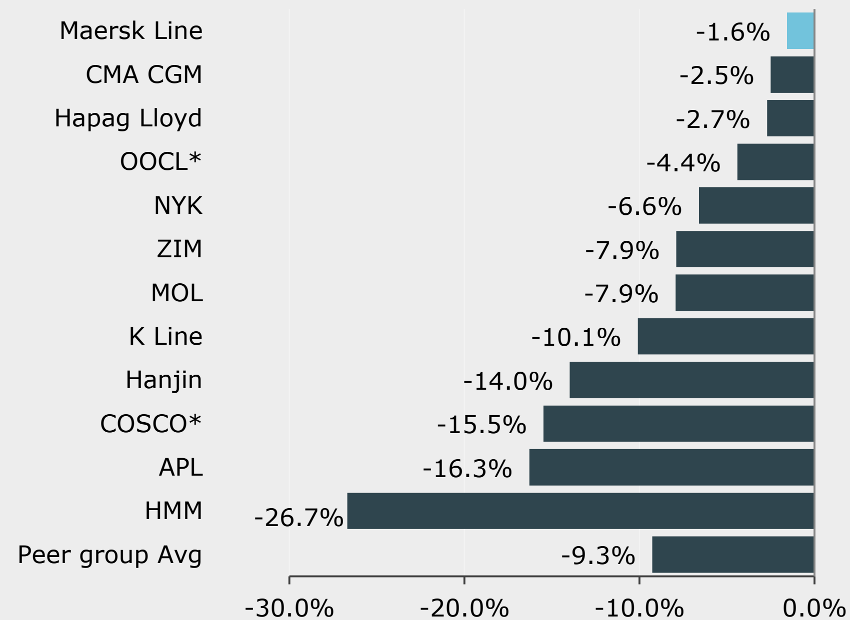
Gap to peers of around 8% in 16Q2

Core EBIT margin gap, (% pts.)



Maersk Line maintained its EBIT-margin lead

Q2 2016 Core EBIT margin, (%)



Note: *Included with 16H1 gap to MLB as they only report half-yearly. Peer group includes CMA CGM, APL, Hapag Lloyd, Hanjin, ZIM, Hyundai MM, K Line, NYK, MOL, COSCO (including CSCL) and OOCL. Peer average is TEU-weighted. EBIT margins are adjusted for gains/losses on sale of assets, restructuring charges, income/loss from associates. Maersk Line' EBIT margin is also adjusted for depreciations to match industry standards (25 years).
Source: Alphaliner, Company reports, Maersk Line

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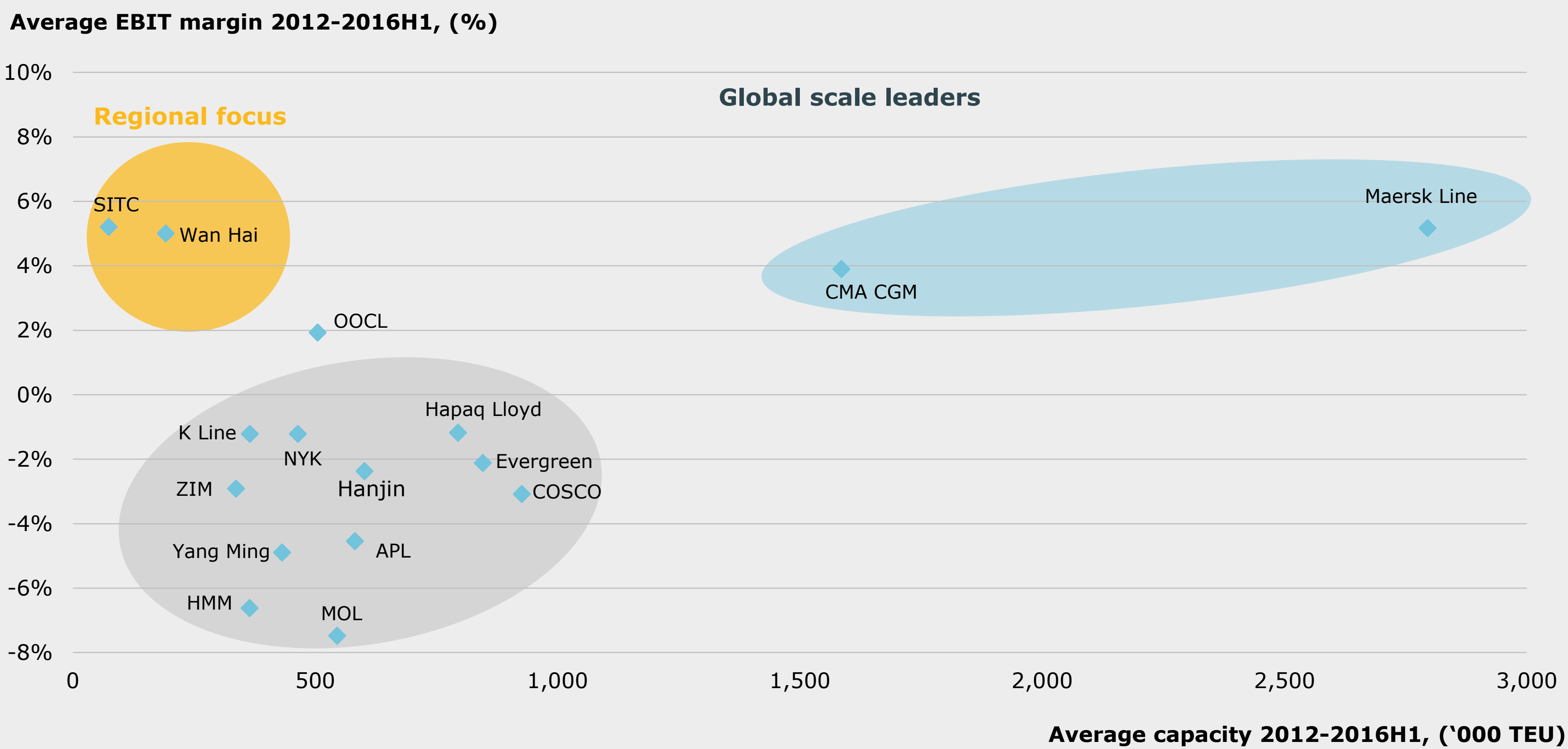
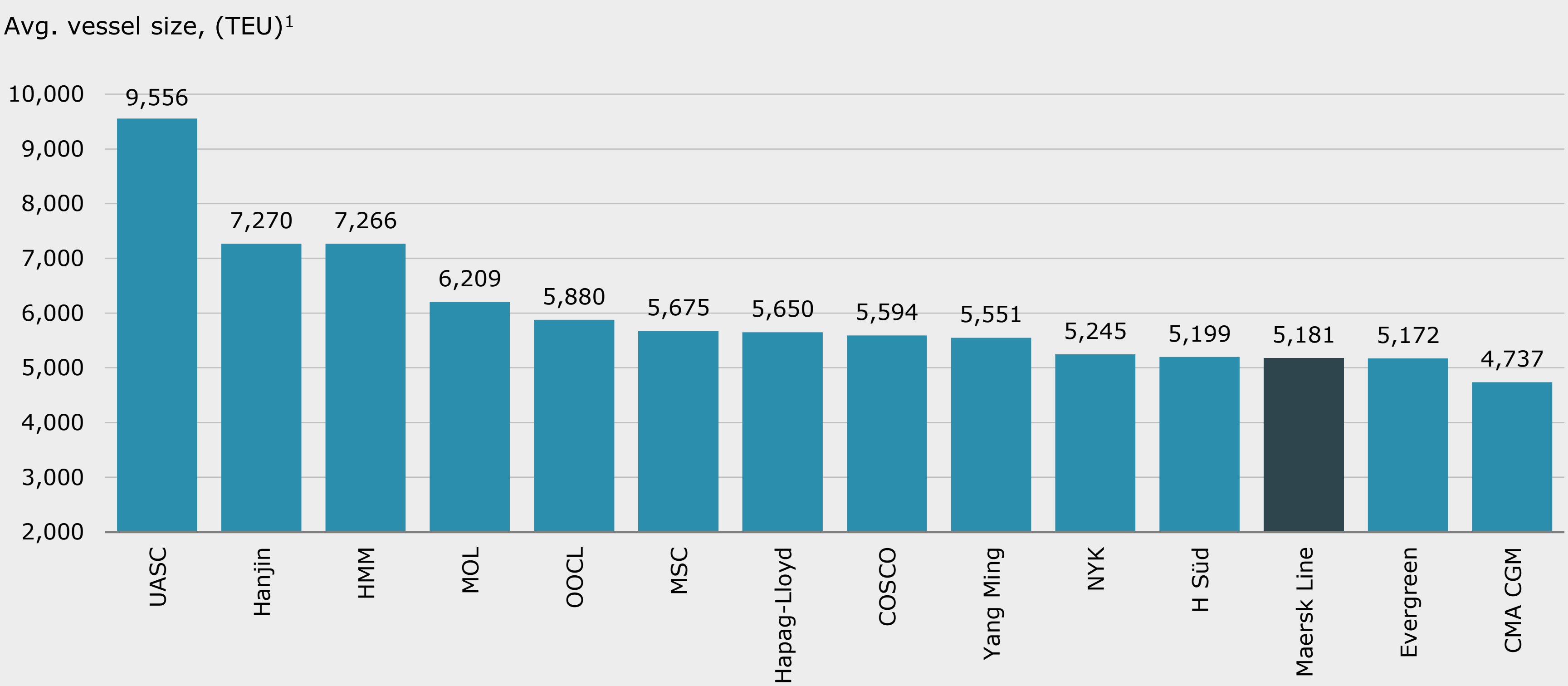
Scale is a lever of profitability



Source: Maersk Line, Company Reports, Alphaliner

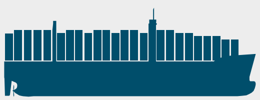
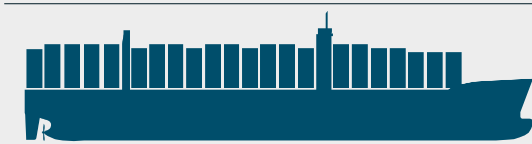
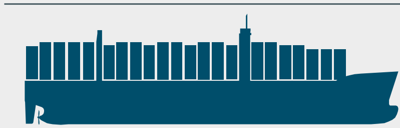
Outperformance not caused by average vessel size



[1] As of end-Sept 2016
Source: Alphaliner, Maersk Line

Maersk Line's order book

Maersk Line's total order book corresponds to 12% of current fleet[1], compared to industry order book of around 16%[2]

	Vessel size	Number of vessels	Total TEU	Delivery year
	3,600 TEU	7	25,200 TEU	2017
	19,630 TEU	11	215,930 TEU	2017-2018
	14,000 TEU	9	126,000 TEU	2017

[1] Including one 10,000 TEU time chartered vessels to be delivered in December 2016
[2] Industry orderbook of top 100 excluding Maersk Line
Note: Orderbook as of ultimo September 2016
Source: Maersk Line

Maersk Oil’s portfolio

The value chain

Exploration → Appraisal → Development → Primary production → Mature field → EOR[1)] → Abandonment

Active in 13 countries

- Exploration in 9
- Development projects in 9
- Operated production in 4
- Non-operated in 3

1) Enhanced Oil Recovery

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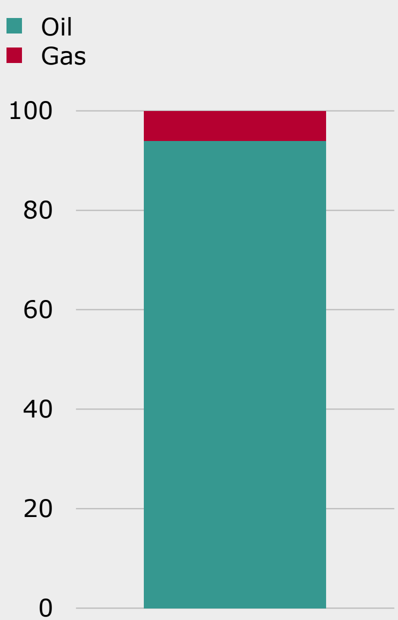
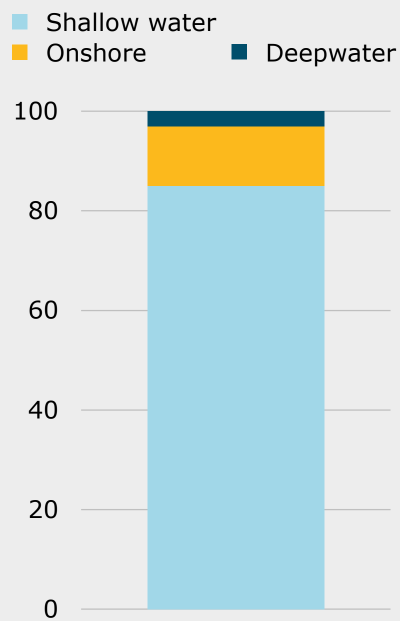
Maersk Oil Entitlement Production, H1-2016

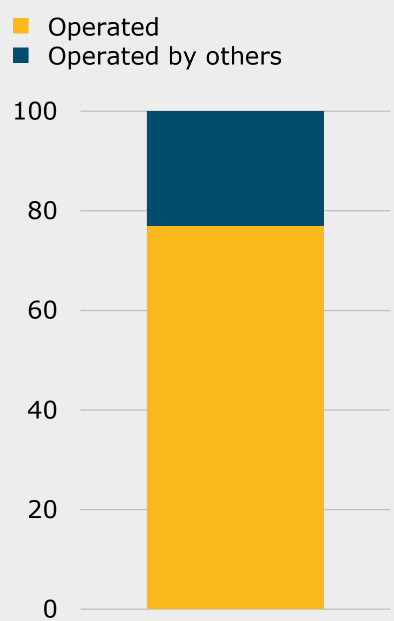
Hydrocarbon type
(%)



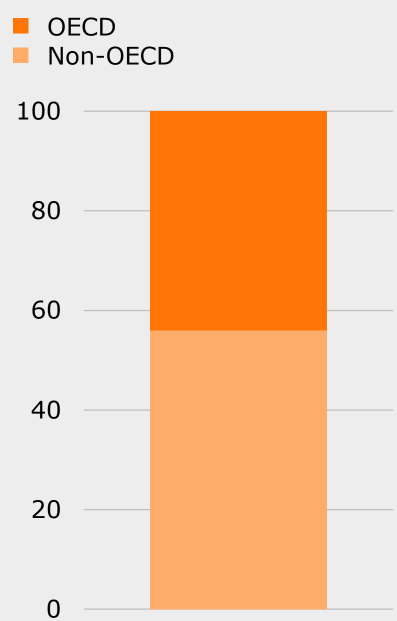
Location
(%)



Operatorship
(%)



OECD/non-OECD
(%)



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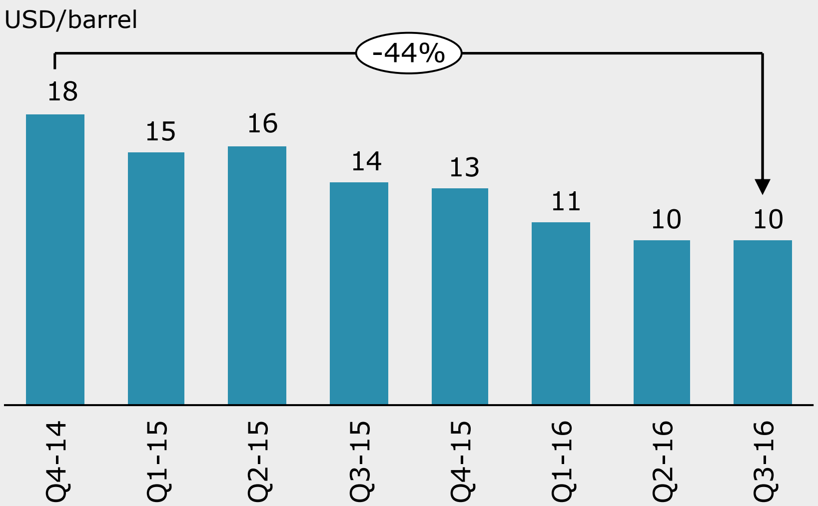
Reducing the cost base

- Focus on building a sustainable cost base
- Target of total operational expense savings of 25-30% by end-2016 vs. 2014 baseline
- Global workforce reduced by more than 1,500 positions (25%) compared to end 2014
- Opex per barrel down 44% since Q4 2014



Note: Opex per barrel is calculated as Opex over equity production, where average cost per barrel has been adjusted to reflect Qatar net share of Opex relative to entitlement production.

Portfolio Management

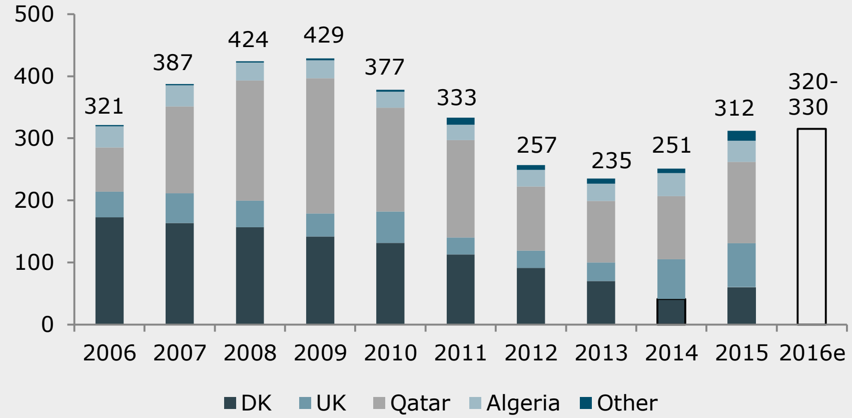
Organisational and Process Efficiency

Procurement and Supply Chain

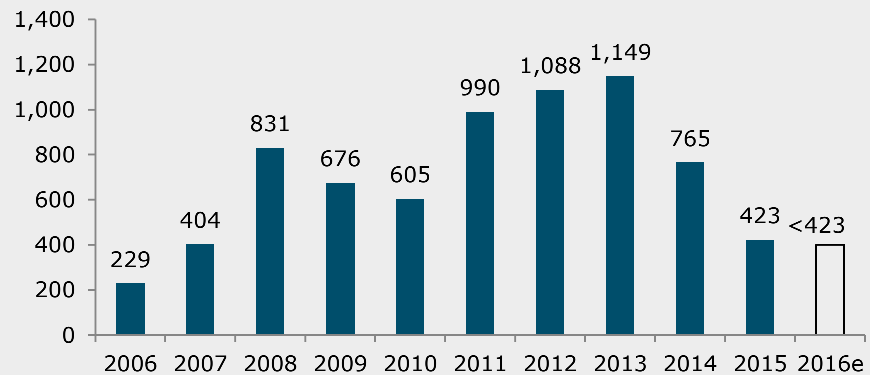
Cost Focus and Performance Management

Maersk Oil's share of Production and Exploration Costs

Maersk Oil's share of production ('000 boepd)



Maersk Oil's exploration costs* (USDm)



*All exploration costs are expensed directly unless the project has been declared commercial

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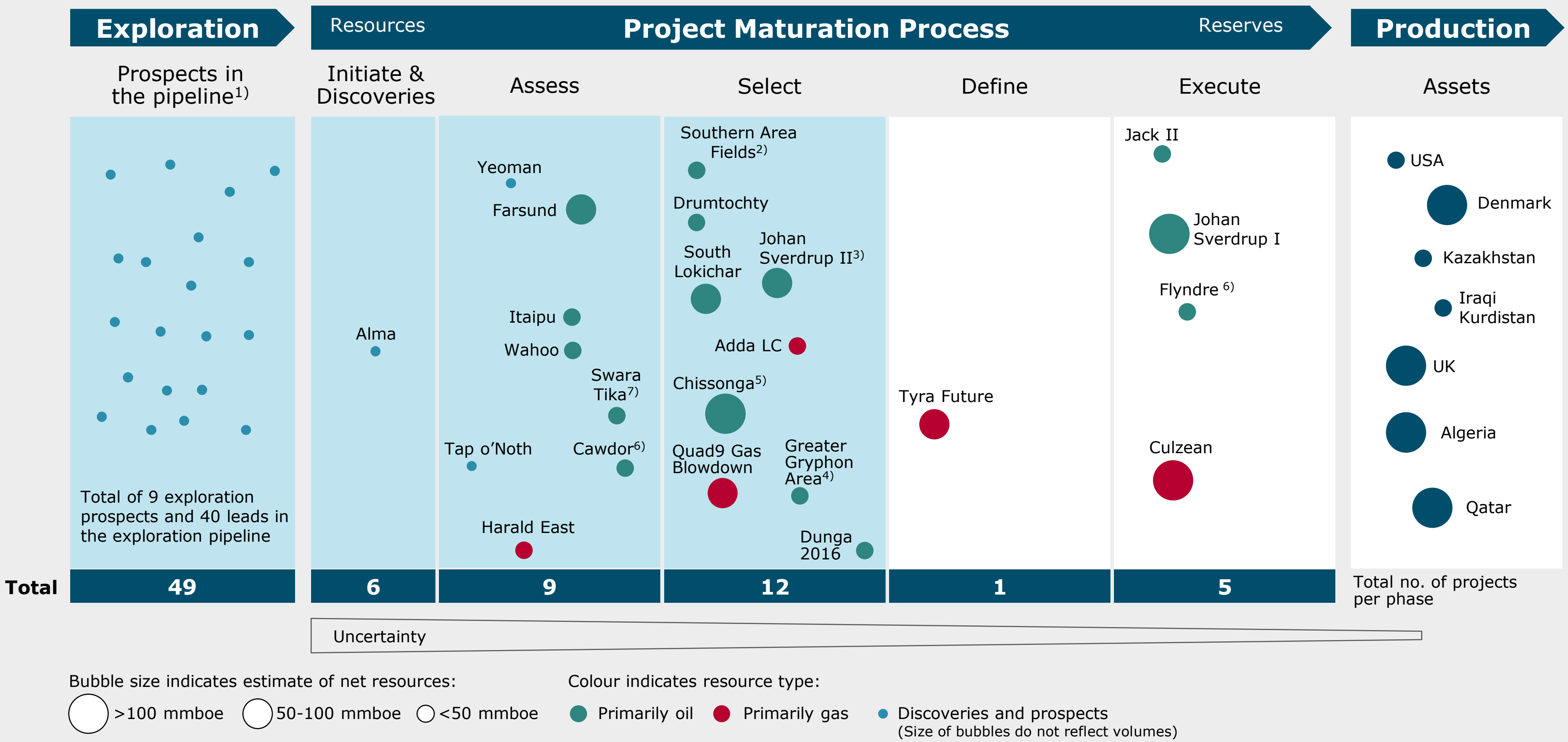
Maersk Oil’s portfolio (Q3 2016)



1) Includes 9 prospects under maturation and 40 leads with 25 leads in Kenya/Ethiopia and 15 in the North Sea
2) Southern Area Fields cover Dan Area Redevelopment and Greater Halfdan FDP projects (Denmark)
3) Phase 2 of the Johan Sverdrup development (Norway) is expected to commence production in 2022
4) Greater Gryphon Area project has been reduced to a number of small well projects to be matured on an individual basis with different timing
5) Reevaluating options in light of the low oil price
6) The Cawdor project, originally co-developed with Flyndre, is currently deemed sub-economic and has been recycled into the Assess stage
7) The Swara Tika project has been recycled into the Assess stage while the gas handling structure is being reassessed

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Reserves and resources

(million boe)	**End 2015**	**End 2014**
Proved reserves (1P)	408	327
Probable reserves ($2P_{increment}$)	241	183
Proved and Probable reserves (2P)	649	510
Contingent resources (2C)	492	801
Reserves & resources (2P + 2C)	**1,141**	**1,311**

2015 Highlights

- 1P Reserves Replacement Ratio (RRR) increased to 171% with 114m boe entitlement production in 2015 (RRR 2014: 30%)
- Significant 2P reserves additions, mainly from Johan Sverdrup and Culzean, of close to 300m boe
- 2P + 2C reserves and resources decreased 13% due to production and revision of projects mainly caused by lower oil price
- No Qatar reserves or resources included post mid-2017.

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Maersk Oil's Key Projects

Sanctioned development projects

Project	First Production	Working Interest	Net Capex (USD Billion)	Plateau Production (Entitlement, boepd)	Operator
Swara Tika (Iraqi Kurdistan)	2015	18%	0.1	6,000	HKN Energy
Flyndre[1)] (UK/Norway)	2017	73.7%	~0.5	7,000	Maersk Oil
Johan Sverdrup Phase 1 (Norway)	Late 2019	8.44%	1.8	29,000	Statoil
Culzean (UK)	2019	49.99%	2.3	30-45,000	Maersk Oil

Major discoveries under evaluation (Pre-Sanctioned Projects[2])

Project	First Production Estimate	Working Interest	Net Capex Estimate (USD Billion)	Plateau Production Estimate (Entitlement, boepd)
South Lokichar (Kenya)	2021	25%	TBD	TBD
Chissonga (Angola)	TBD	65%	TBD	TBD

1) The Cawdor project, originally co-developed with Flyndre, is currently deemed sub-economic and has been recycled into the Assess stage
2) Significant uncertainties about time frames, net capex estimates and production forecast

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APM Terminals

Portfolio overview

9.5m TEUs
(equity)

19.5m TEUs
(gross)

60 shipping lines serviced

72 operating ports
9 new port projects
16 expansion projects
140 inland locations

22,000 employees
in 69 countries

Note: Volume figures per Q3 2016

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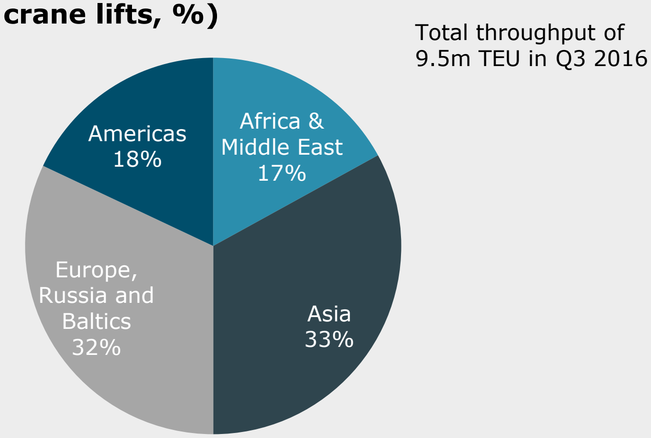
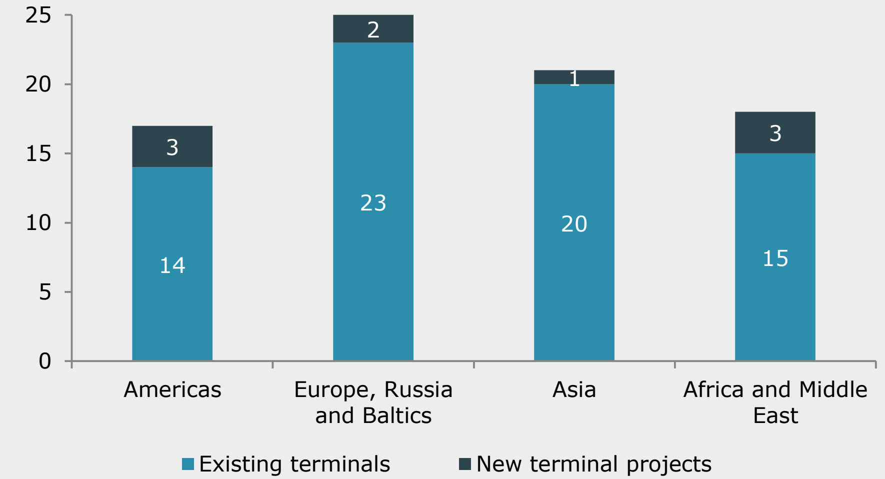
Diversified Global Portfolio

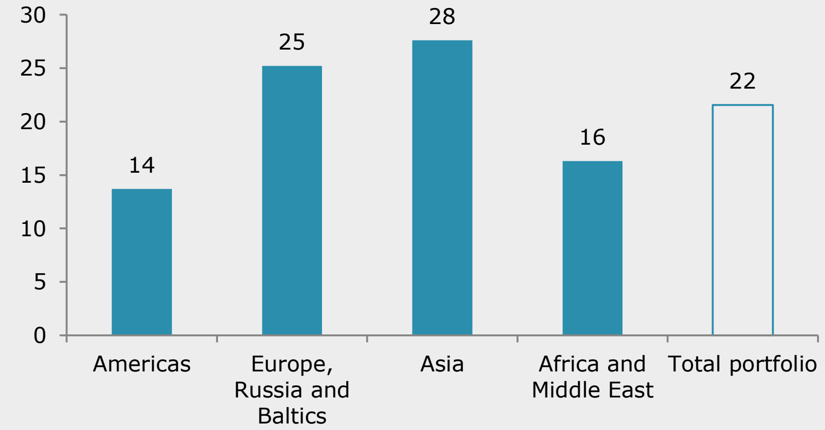
Container throughput by geographical region (equity weighted crane lifts, %)



Geographical split of terminals (number of terminals)

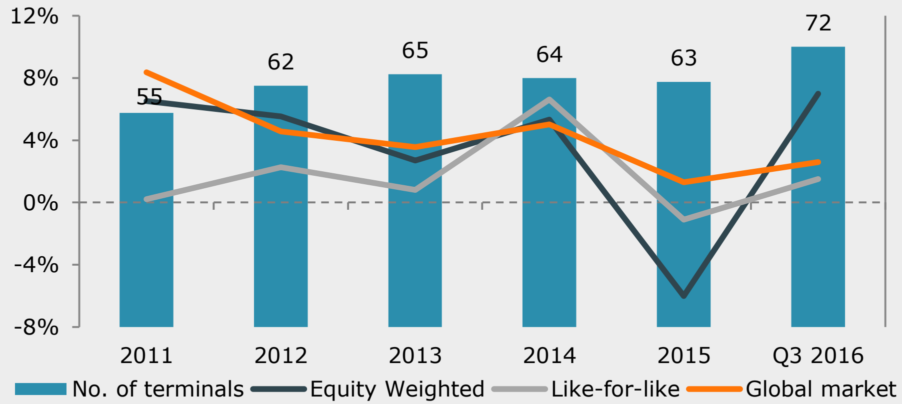


Average remaining concession length in years



Note: Average concession lengths as of Q3 2016, arithmetic mean

Port Volume growth development (%)



Note: Like for like volumes exclude divestments and acquisitions

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APM Terminals – Project progress

Project	Opening	Details	Investment
Lázaro Cárdenas, Mexico (TEC2)	2017	• Signed 32-year concession for design, construction and operation of new deepwater terminal • Will add 1.2 million TEUs of annual throughput capacity and projected to become fully operational in early 2017	USD 0.9bn
Ningbo, China (Meishan Container Terminal Berths 3, 4, and 5)	2016	• Major gateway port in Eastern China and Zhejiang Province. • 67%/33% (Ningbo Port Group/APM Terminals) share to jointly invest and operate	USD 0.7bn
Izmir, Turkey (Aegean Gateway Terminal)	2016	• Agreement with Petkim to operate a new 1.5 million TEU deep-water container and general cargo terminal	USD 0.4bn
Moin, Costa Rica (Moin Container Terminal)	2018	• 33-year concession for the design, construction and operation of new deepwater terminal • The terminal will have an area of 80 hectares, serving as a shipping hub for the Caribbean and Central America	USD 1.0bn
Savona-Vado, Italy (Vado-Ligure)	2017	• 50-year concession for the design, construction, operation and maintenance of a new deep-sea gateway terminal • Joint venture agreement with China COSCO Shipping Ports (40%) and Qingdao Port International Development (9.9%); APMT (50.1%)	USD 0.4bn
Abidjan, Ivory Coast	2018	• Terminal will be the second in one of the busiest container ports in West Africa • New facility will be able to accommodate vessels of up to 8,000 TEU in size (existing facility 0.75 million TEU)	USD 0.6bn
Tema, Ghana	TBD	• Joint venture with existing partner Bolloré (42.3%) and the Ghana Ports & Harbours Authority (15.4%) • Will add 3.5 million TEUs of annual throughput capacity • Greenfield project located outside the present facility that includes an upgrade to the adjacent road network	USD 0.8bn
TM2, Tangier	2019	• Tangier-Med is the second-busiest container port on the African continent after Port Said, Egypt. TM2 will have an annual capacity of 5 million TEUs • Concession signing for a 30-year concession took place on 30 March 2016 and opening is targeted for October 2019	USD 0.9bn

Note: TEU and investment numbers are 100% of the projects

Active portfolio management continues to create value

Acquisitions and secured Projects

Grup TCB

2010	2011	2012	2013	2014	2015	2016
						Quetzal
		Lazaro Cardenas				Yucatan
		Gothenburg				Buenaventura
		Ningbo				Parangua
	Monrovia	Talin	Abidjan		Qingdao	Valencia
	Moin	Kotka/Helsinki	Ust Luga		Vado reefer	Gijon
Cotonou	Callao	Vostochny	St. Petersburg 2		Cartagena	Castellon
Santos	Poti	St. Petersburg	Izmir	Namibe	Tema	Barcelona

Divestments

2010	2011	2012	2013	2014	2015	2016
Kaoshiung		Dailan	Oslo	Le Havre	Charleston	
Dunkirk				Virginia	Houston	
Oakland					Jacksonville	
					Gioia Tauro	

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Operating businesses return well above WACC

Q3 2016 USDm	Consolidated businesses	JV & Associates	Operating businesses	Implementations incl TCB	Total
Throughput (TEU m)	5.2	3.8	9.0	0.6	9.5
Revenue	922	-	922	140	1,062
EBITDA	188	-	188	11	199
EBITDA margin (%)	20.4	**-**	20.4	7.9	18.8
Underlying profit	74	57	131	-5	126
Reported profit	**79**	**57**	**136**	**-5**	**131**
Underlying ROIC (%)	8.0	11.5	9.2	-1.0	6.3
ROIC (%)	**8.5**	**11.5**	**9.5**	**-1.0**	**6.6**
Average Invested capital	3,728	1,970	5,699	2,226	7,925

Note: Implementations include terminals currently under construction (Vado, Italy; Moin, Costa Rica; Izmir, Turkey; Lazaro Cardenas, Mexico) and all TCB terminals

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Consolidated businesses

- Result lower than Q3'15 due to reduced volume in key terminal in oil producing emerging economies and network adjustment by customers
- Q3 result 4% higher than Q2 in consolidated business

USDm	Q3 2016	Q3 2015	Q3 '16 /Q3 '15
Throughput (TEUm)	5.2	5.3	-2%
Revenue	922	1,019	-9%
EBITDA	188	228	-18%
EBITDA margin (%)	20.4	22.4	-2.0pp
Underlying profit	74	124	-40%
Reported profit	**79**	**125**	**-37%**
Underlying ROIC (%)	8.0	14.0	-6.0pp
ROIC (%)	**8.5**	**14.1**	**-5.6pp**
Average Invested capital	3,728	3,552	5.0%

Note: Consolidated businesses includes terminals and inland services that are financially consolidated. 2015 figures include the divested US terminals Jacksonville, Houston and Charleston.

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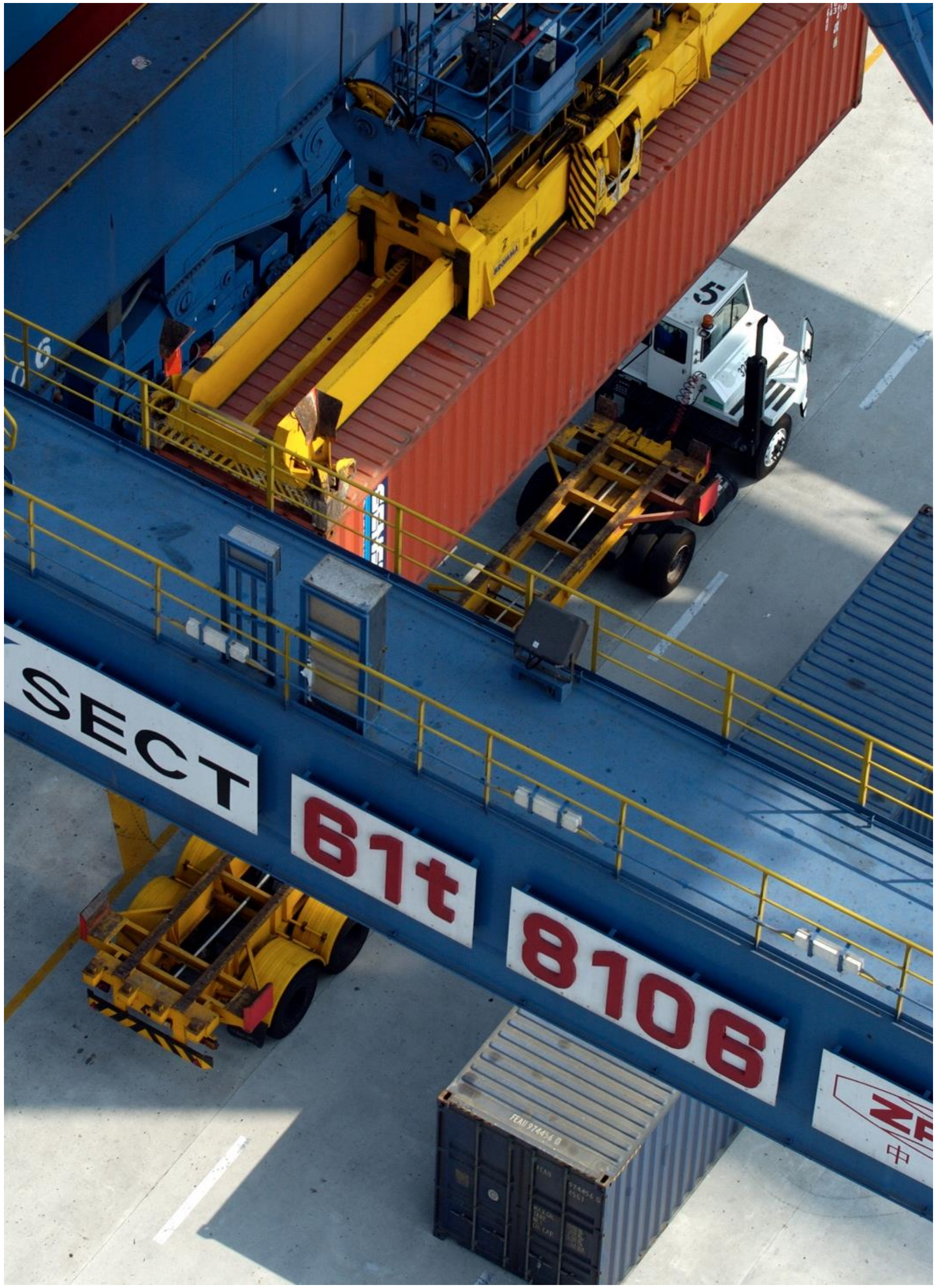

JV and Associates

- Result slightly lower than Q3'15 due to increased competitive pressure in key gateways
- Q3 result 20% higher than Q2 in JV & Associates companies

USDm	Q3 2016	Q3 2015	Q3 '16 /Q3 '15
Throughput (TEUm)	3.8	3.6	4.4%
Revenue	-	0	n.a.
EBITDA	-	0	n.a.
EBITDA margin (%)	-	-	n.a.
Underlying profit	57	64	-11%
Reported profit	**57**	**64**	**-11%**
Underlying ROIC (%)	11.5	13.4	-1.8pp
ROIC (%)	**11.5**	**13.4**	**-1.8pp**
Average Invested capital	1,970	1,913	3.0%

Note: Includes joint venture and associate companies in the portfolio. 2015 figures include the divested Gioia Tauro terminal.

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Implementations and TCB

USDm	Q3 2016	Q3 2015	Q3 '16 /Q3 '15
Throughput (TEUm)	0.6	-	n.a.
Revenue	140	28	398%
EBITDA	11	-9	227%
EBITDA margin (%)	7.9	-30.9	39pp
Underlying profit	-5	-14	62%
Reported profit	**-5**	**-14**	**62%**
Underlying ROIC (%)	-1.0	-10.3	9.3pp
ROIC (%)	**-1.0**	**-10.3**	**9.3pp**
Average Invested capital	2,226	549	306%

Note: Implementations include terminals that are under construction and all TCB entities; TCB result added since March 2016

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Maersk Drilling

Rig fleet overview

North West Europe

9 ultra harsh jack-up rigs[1]
2 premium jack-up rigs

Caspian Sea

1 midwater floater

US Gulf of Mexico

1 ultra deepwater floater

South East Asia

1 premium jack-up rig

Ghana

1 ultra deepwater floater

Egypt

1 ultra deepwater floater
Egyptian Drilling Company
50/50 Joint Venture

Available

4 ultra deepwater floaters
4 premium jack-up rigs

Note: As per end Q3 2016
[1]Maersk Guardian converted to accommodation rig. Rig contracted with Maersk Oil in Denmark; Former XLE4, now Maersk Invincible, contracted from Apr 2017 in Norway

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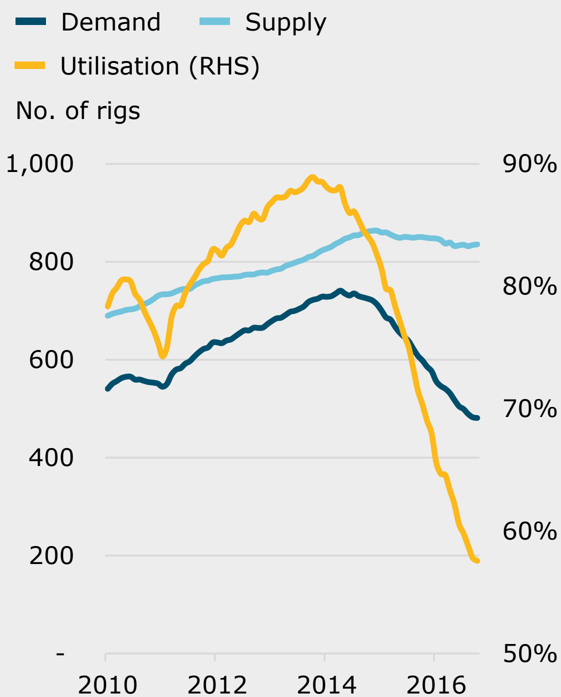
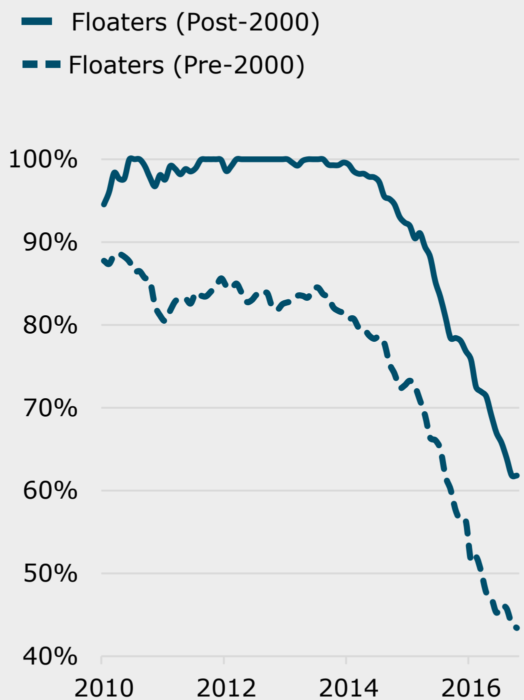
Drop in oil price has led to…

…reduced rig demand, lower utilisation levels, while modern rigs retain competitive advantage, and decreasing dayrates

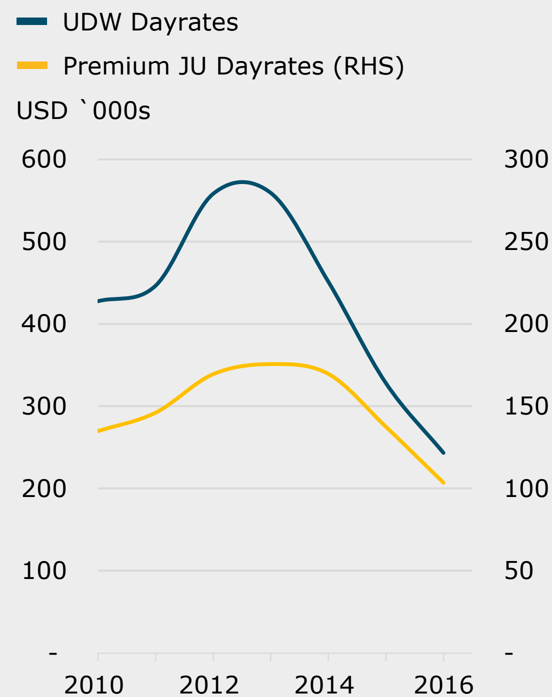
Global rig utilisation decreasing as supply outpaces demand



Continued bifurcation in utilisation for rigs delivered before and after 2000



Dayrates decline as a reaction to the rig supply-demand imbalance



Note: YTD 2016
Source: IHS Petrodata, Maersk Drilling

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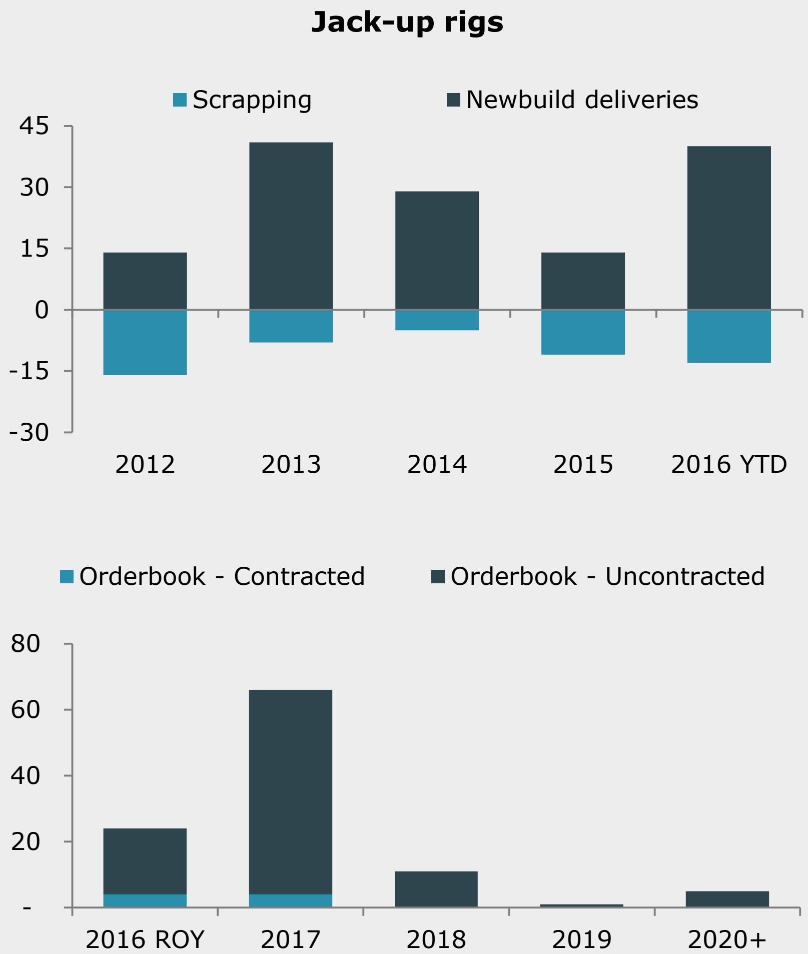
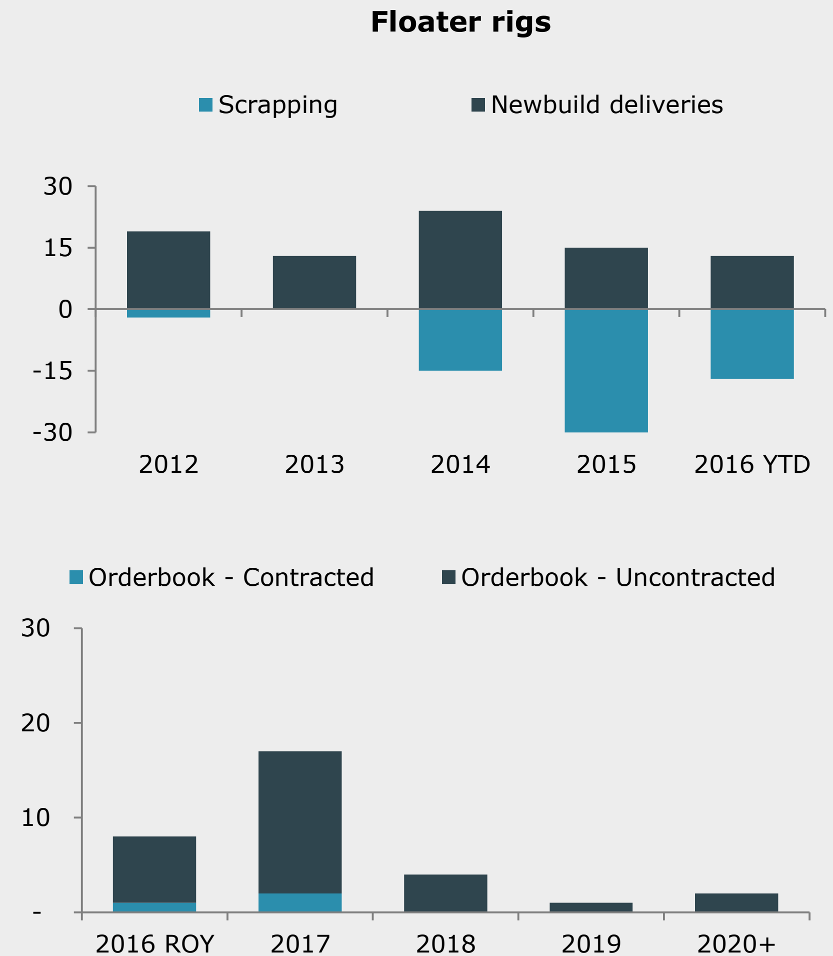
Low levels of scrapping activity and a large orderbook of uncontracted rigs





Source: IHS Petrodata

Maersk Drilling's fleet

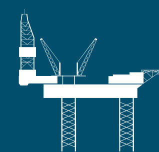
A modern state-of-the-art rig fleet offers true competitive advantage during adverse market conditions

FLOATERS

Maersk Voyager (2015)
Maersk Valiant (2014)
Maersk Venturer (2014)
Maersk Viking (2014)
Mærsk Deliverer (2010)
Maersk Discoverer (2009)
Mærsk Developer (2009)
Heydar Aliyev (2003)

Average Age **5** Years

JACK-UPS



Maersk Invincible (2016)
Maersk Highlander (2016)
Maersk Integrator (2015)
Maersk Interceptor (2014)
Maersk Intrepid (2014)
Maersk Reacher (2009)
Maersk Resolve (2009)
Maersk Resilient (2008)
Maersk Resolute (2008)
Maersk Convincer (2008)
Maersk Completer (2007)
Mærsk Inspirer (2004)
Mærsk Innovator (2003)
Mærsk Gallant (1993)
Mærsk Giant (1986)
Maersk Guardian (1986)[1]

Average Age **10** Years

FINANCIAL INVESTMENT

Egyptian Drilling Company (EDC)
(50/50 Joint Venture)

Onshore rigs: 61
Offshore rigs: 5/3[2]

Note 1: Maersk Guardian converted to accommodation rig. Excluded from jack-up average age calculation
Note 2: EDC owns and operates 61 onshore rigs and 5 offshore rigs, and leases and manages 3 offshore rigs
Source: Maersk Drilling

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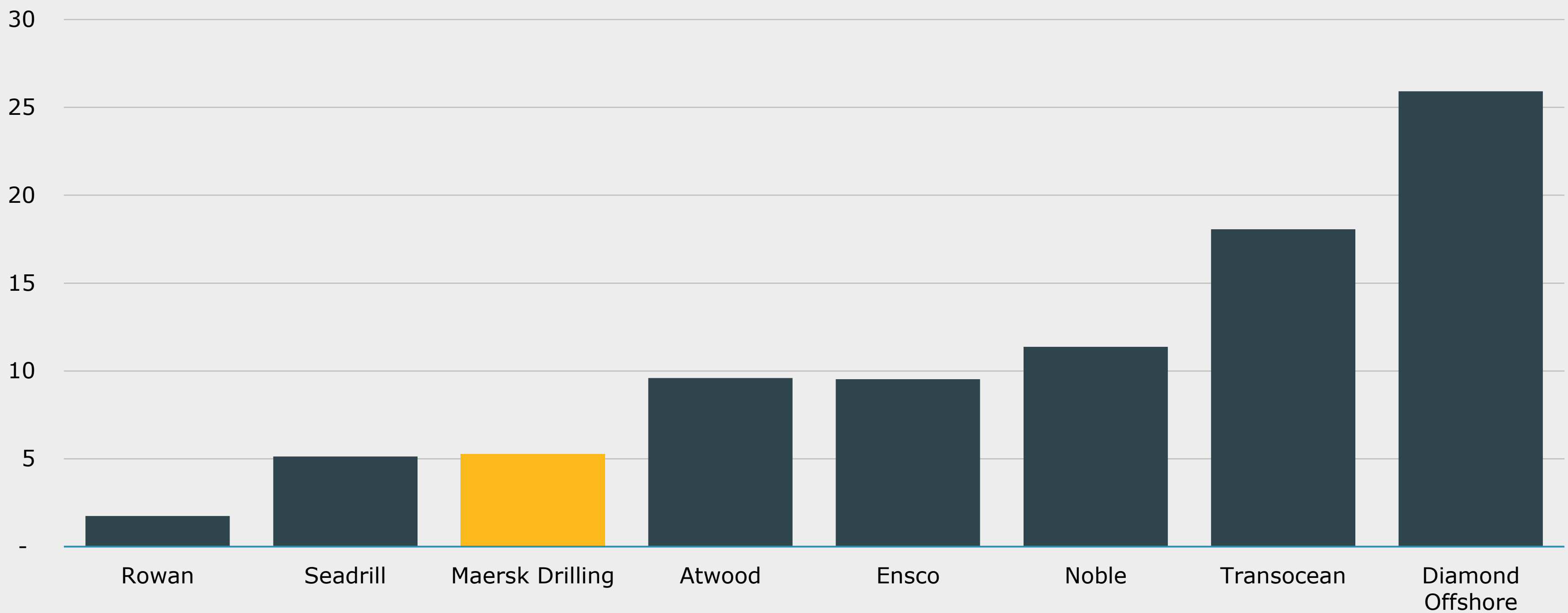
Maersk Drilling has one of the most modern fleets of floaters in the competitive landscape

Floater fleet average age, years



Industry average (floaters) = 16 years

Source: IHS Petrodata, Maersk Drilling

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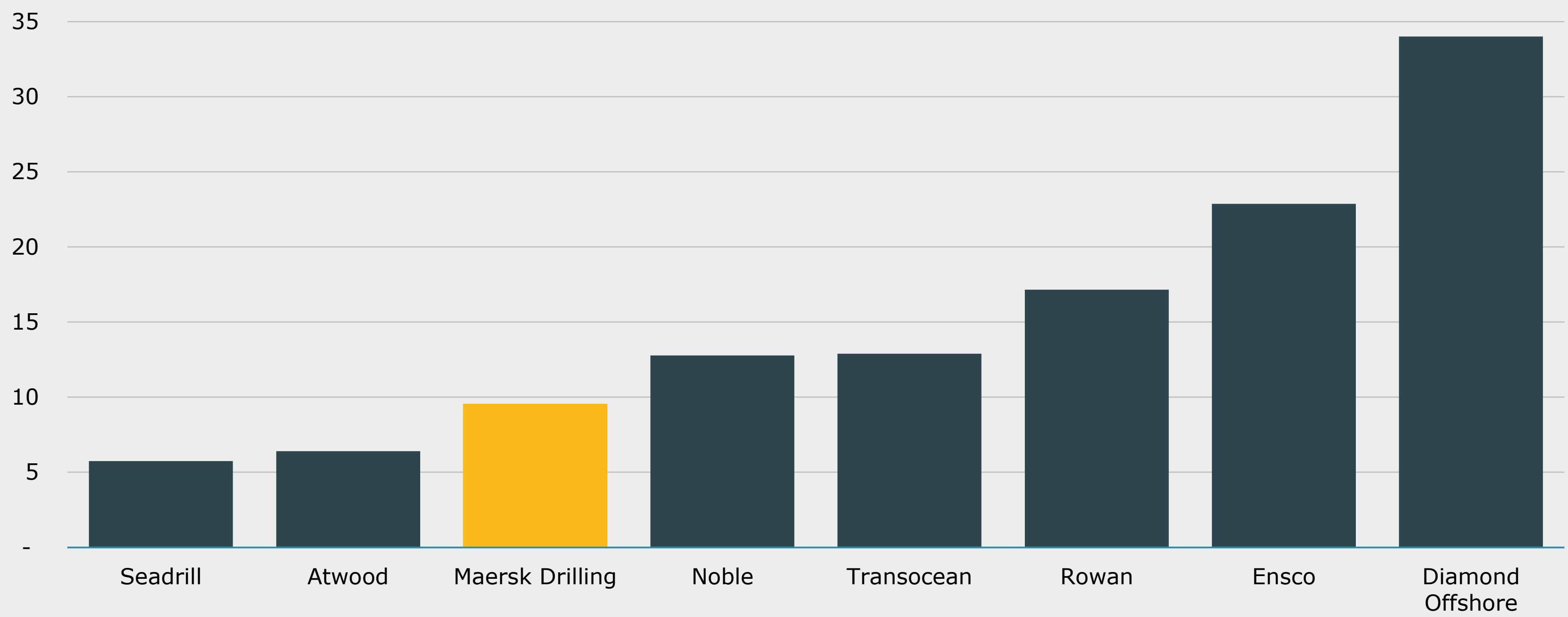
Maersk Drilling rigs also compete well in the jack-up segment

Jack-up fleet average age, years



Industry average (jack-ups) = 22 years

Note: Maersk Guardian (accommodation rig) not included jack-up average age calculation
Source: IHS Petrodata, Maersk Drilling

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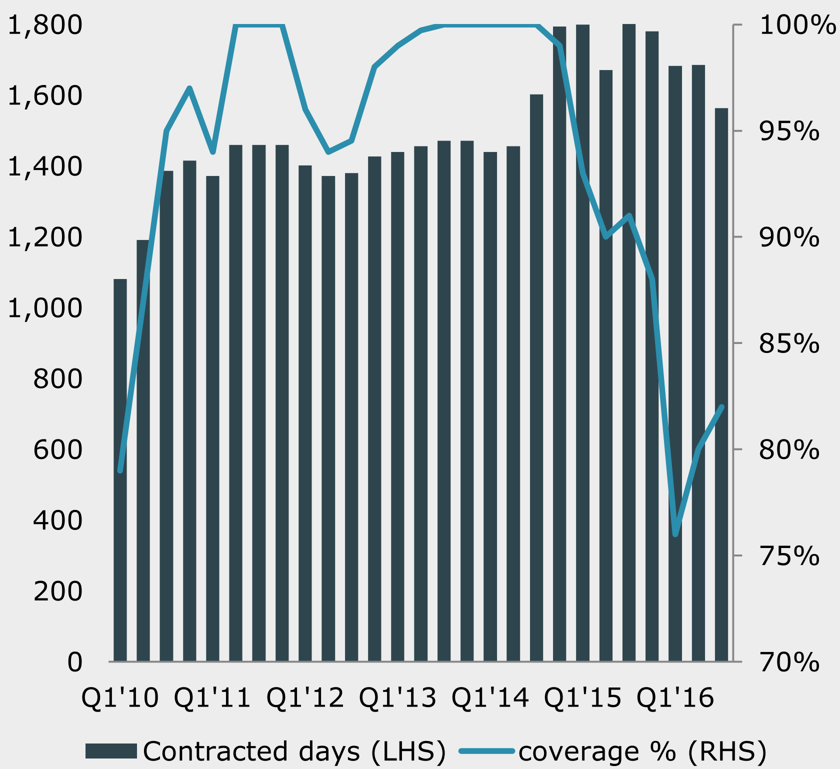
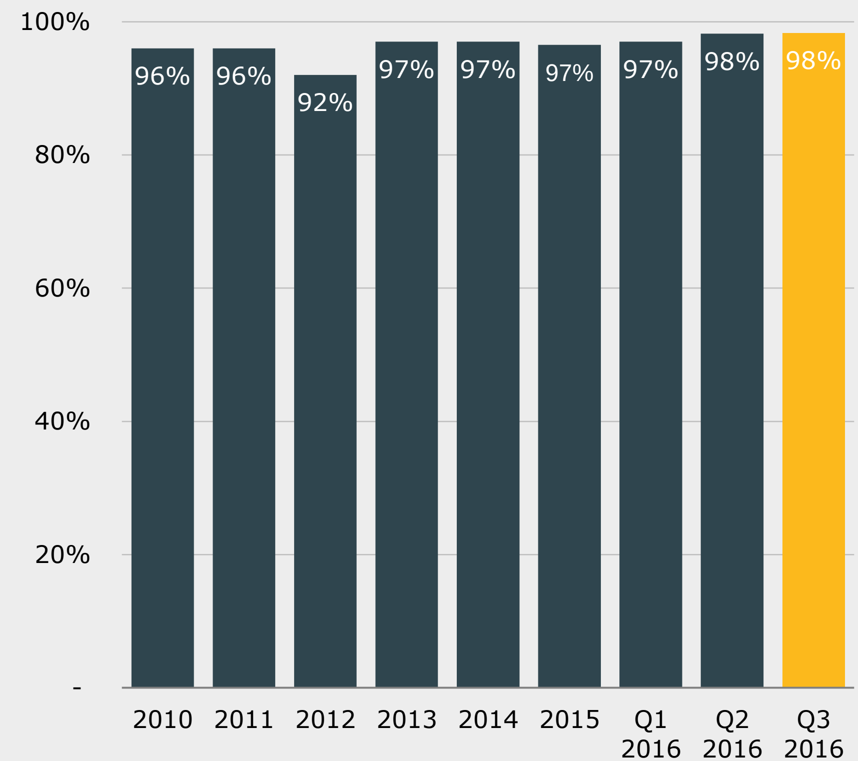
Utilisation adversely impacted by idle rigs but continued strong operational uptime

Contracted days (left) and coverage % (right)



Operational uptime[1]



Source: Maersk Drilling
Note: (1) Operational availability of the rig

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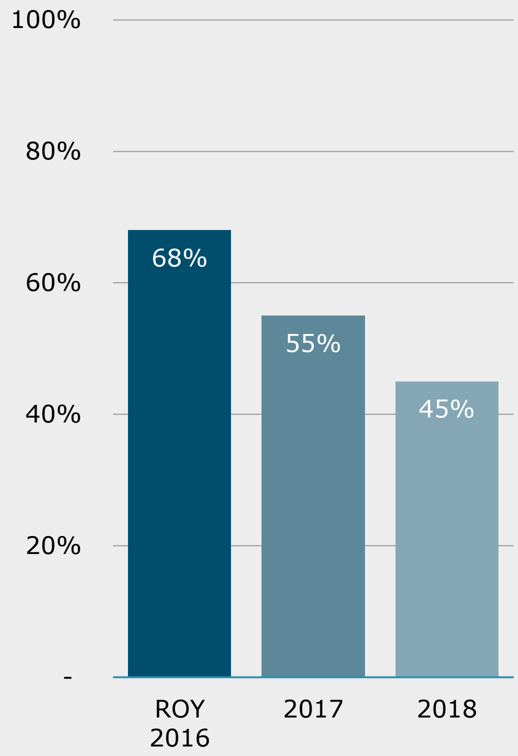
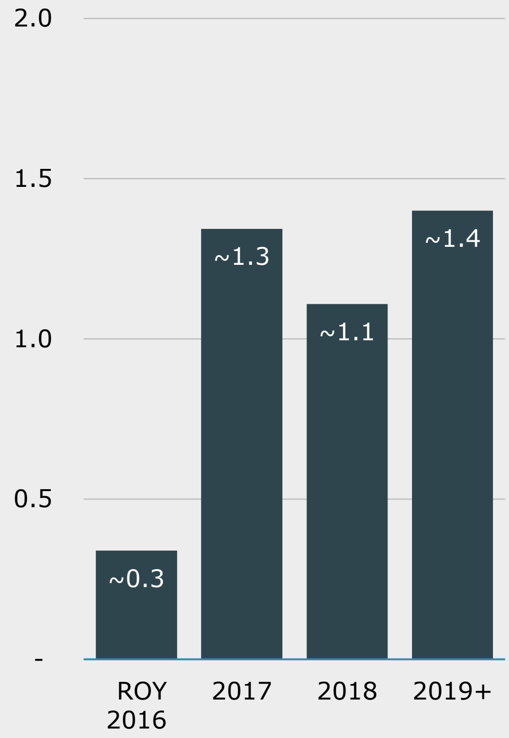
Strong forward coverage with backlog providing revenue visibility

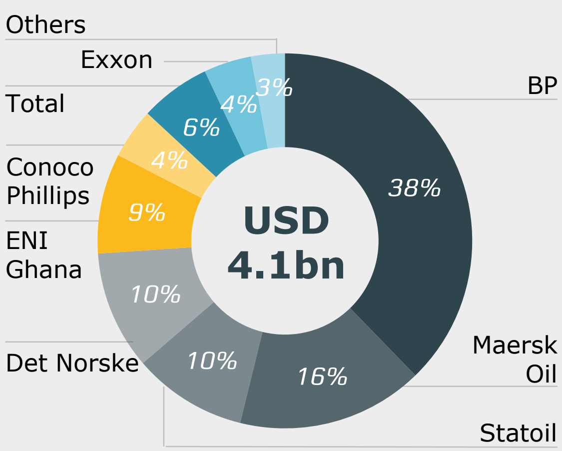
Contract coverage



Revenue backlog, USDbn



Revenue backlog by customer



Source: Maersk Drilling

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Fleet status – jack-ups

Jack-ups	Delivery year	Customer	Contract start	Contract end	Country	Comments
Mærsk Innovator	2003	ConocoPhillips	Feb 2010	Jun 2018	Norway	1 x 1 year option
Mærsk Inspirer	2004	Statoil (Volve)	May 2007	Dec 2016	Norway	
Maersk Intrepid	2014	Total	Aug 2014	Sep 2018	Norway	4 x 1 year option
Maersk Interceptor	2014	Det norske	Dec 2014	Dec 2019	Norway	Up to 2 years option
Maersk Integrator	2015	Statoil	Jun 2015	Jun 2019	Norway	2 x 1 year option
Maersk Highlander	2016	Maersk Oil	Sep 2016	Sep 2021	UK	2 x 1 year options
Mærsk Gallant	1993	Maersk Oil	Feb 2017	Sep 2017	UK	
Mærsk Giant	1986	DONG	Nov 2015	Oct 2016	Denmark	
Maersk Guardian	1986	Maersk Oil	Oct 2016	Sep 2021	Denmark	Accommodation contract
Maersk Reacher	2009					Available
Maersk Resolute	2008					Available
Maersk Resolve	2009					Available
Maersk Resilient	2008	Maersk Oil	Oct 2015	Oct 2018	Denmark	
Maersk Completer	2007	BSP	Nov 2014	Oct 2018	Brunei	3 x 1 year option
Maersk Convincer	2008					Available
Maersk Invincible	2016	BP	Apr 2017	Apr 2022	Norway	5 x 1 year option

Note: As of October 2016

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Fleet status – floaters

Semisubmersibles	Delivery year	Customer	Contract start	Contract end	Country	Comments
Mærsk Developer	2009					Available
Mærsk Deliverer	2010					Available
Maersk Discoverer	2009	BP	Jul 2012	Aug 2019	Egypt	
Heyday Aliyev	2003	BP	Sep 2012	May 2021	Azerbaijan	
Drillships						
Maersk Viking	2014	ExxonMobil	May 2014	Jun 2017	USA	
Maersk Valiant	2014					Available
Maersk Venturer	2014					Available
Maersk Voyager	2015	Eni	Jul 2015	Dec 2018	Ghana	1 x 1 year option

Note: As of October 2016

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