

A.P. Møller - Mærsk A/S

# INTERIM REPORT Q2 2013

16 AUGUST 2013  
– CONFERENCE CALL 9.30 AM CET

Webcast available at [www.maersk.com](http://www.maersk.com)

# Forward-looking Statements

This presentation contains forward-looking statements. Such statements are subject to risks and uncertainties as various factors, many of which are beyond A.P. Møller - Mærsk A/S' control, may cause actual development and results to differ materially from the expectations contained in the presentation.

*Maersk Drilling's ultra harsh environment jack-up rig, XL Enhanced I, an investment of USD 0.6bn, will be delivered early 2014.*





# Strategy update

The Group is committed to developing world class businesses that achieve above 10% ROIC over the cycle. Good progress is being made towards the long-term targets.

Maersk Line is improving both its absolute and relative performance and is progressing on a turnaround.

Maersk Oil's production level will start to increase in the 2nd half of 2013 and is on track for the full year target of 240-250,000 boepd. Maersk Oil continues to develop the portfolio towards the 2020 target of 400,000 boepd.

APM Terminals and Maersk Drilling are following the strategic plan and both are well on track towards the target of contributing USD 1bn NOPAT by 2016 and 2018 respectively.

By January 2014, the Group will establish a core business unit called "Services & Other Shipping" comprising Maersk Supply Service, Maersk Tankers, SVITZER and Damco with a combined target of achieving a NOPAT of USD 0.5bn by 2016.





# Executing on Group strategy Q2 2013

- Profit was USD 856m and ROIC was 7.4%
- Maersk Line reduced unit costs further through reduced bunkers consumption, improved utilisation and network efficiencies
- Maersk Oil executed on;
  - Gryphon, UK, FPSO re-started production
  - El Merk, Algeria ramping up towards full production
  - Chissonga, development plan being finalised for submission to the Angolan authorities in H2
  - Cubal, Angola evaluation of exploration well is ongoing
  - Balloch, UK went into production
- APM Terminals completed the construction of Santos, Brazil and re-construction of Monrovia, Liberia
- Maersk Drilling reported best quarter ever driven by increased operational uptime. Contract coverage was further build during Q2

# Group Financial Highlights Q2 2013

## Group Financial Highlights

USD million

Q2 2012 Q2 2013



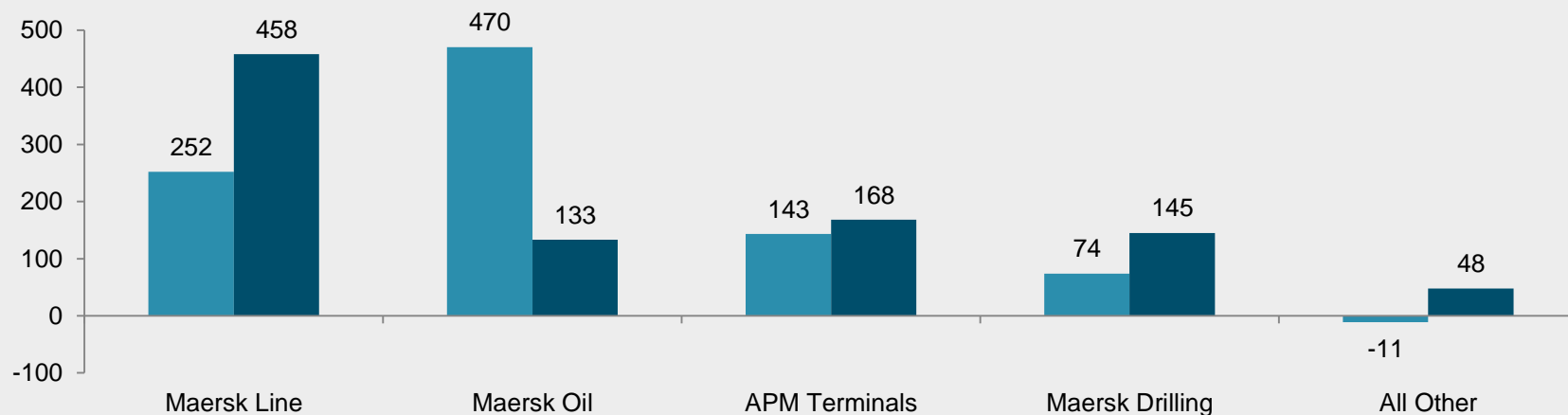
## Group Financial Highlights

- Reported profit of USD 856m (USD 965m in Q2 2012) was impacted by a USD 280m impairment and provision in Maersk Tankers. Profit excluding one-offs was USD 952m (USD 928m)
- ROIC was 7.4% (8.9%)
- Operational cash flow improved to USD 2.2bn (USD 1.6bn). Capex, net was USD 1.2bn (USD 2.0bn)
- Full year result excluding one-offs upgraded to USD 3.5bn from in-line with 2012 (USD 2.9bn)

## Underlying profit by activity\*

USD million

Q2 2012 Q2 2013

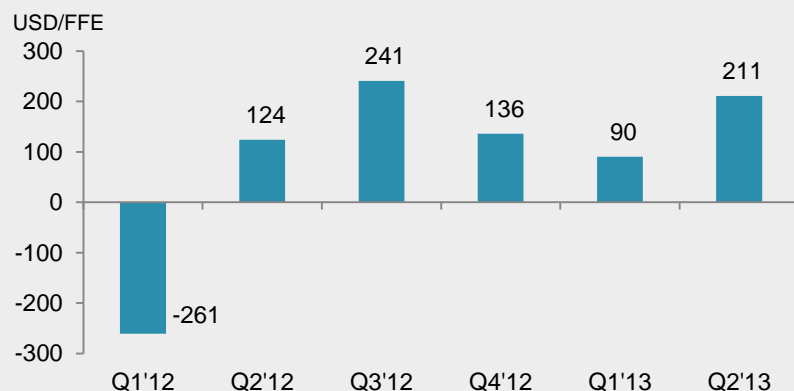


\* Excluding gains, impairments and other one-offs

# Maersk Line results

(USD million)	Q2 2013	Q1 2013	Q2 2012	FY 2012
Revenue	6,651	6,313	7,322	27,117
EBITDA	920	631	694	2,179
Sales gains	2	6	6	23
<b>Profit (NOPAT)</b>	<b>439</b>	<b>204</b>	<b>227</b>	<b>461</b>
Operating cash flow	790	762	169	1,793
Volume (FFE million)	2.2	2.1	2.2	8.5
Rate (USD/FFE)	2,618	2,770	3,014	2,881
Bunker (USD/tonne)	589	626	696	661
ROIC (%)	8.5	4.0	4.6	2.3

## EBIT per FFE (excl. gain/loss and impairment)



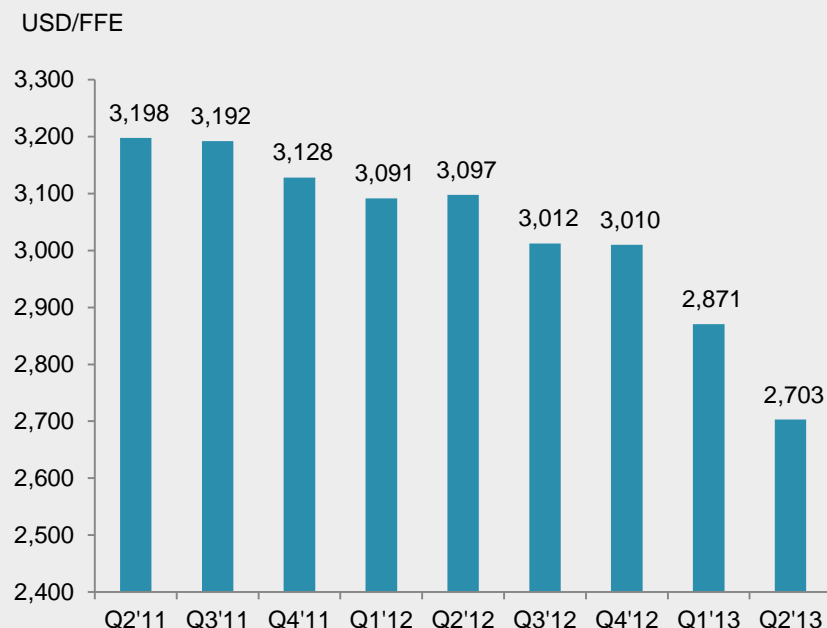
## Highlights Q2 2013

- Maersk Line delivered a profit of USD 439m (USD 227m) and a ROIC of 8.5% (4.6%), based on cost reductions
- Unit cost decreased by 13% or 394 USD/FFE compared to Q2 2012 (and 6% or 168 USD/FFE compared to Q1 2013) to 2,703 USD/FFE. Bunker cost decreased by 31% compared to Q2 2012, driven by 18% lower consumption and 15% lower bunker price. Network efficiencies and utilisation improved
- The average freight rate declined by 13% to 2,618 USD/FFE (Y/Y), and by 5.5% compared to Q1 2013, reflecting low container freight demand growth and significant new tonnage deployed
- Volumes increased by 2.1% to 2.2m FFE (Y/Y). Headhaul volumes from Asia to Europe and North America declined, but was in volume terms compensated by increased short sea volumes. North – South trades grew modestly except for Latin America, which declined
- Maersk Line's free cash flow was USD 479m in Q2, an improvement of USD 1.4bn versus Q2 2012 (USD -961m)
- The P3 alliance is still pending regulatory approval and dialogue with regulatory authorities is progressing as planned. P3 is expected to deliver significant additional cost reductions



# Maersk Line cost reductions

## Unit cost including VSA income



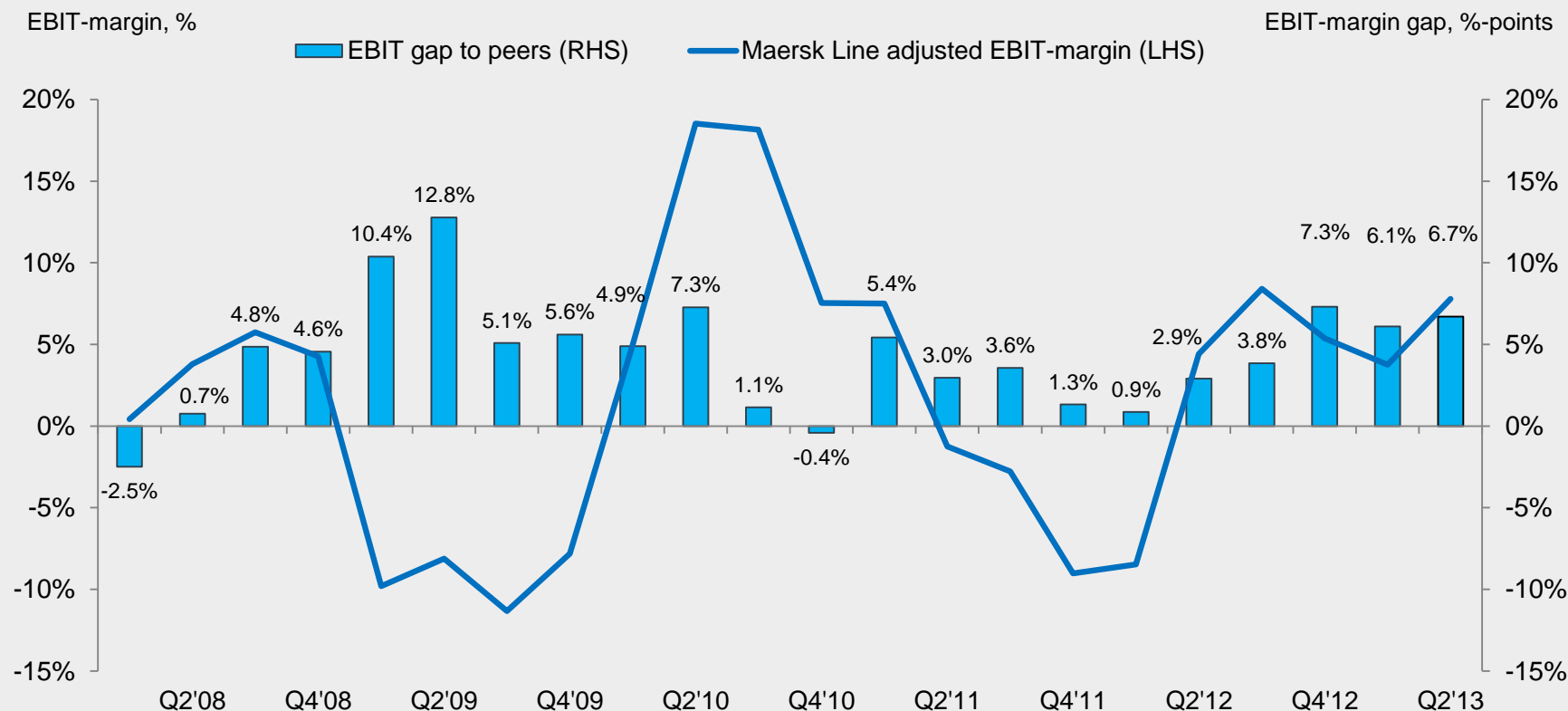
Definition of unit cost: EBIT cost excl. gain/loss, restructuring cost and including VSA income.

## Comments

- Total costs reduced by USD 897m compared to Q2 2012 of which 35% (USD 310m) was due to lower bunker consumption and 29% (USD 263m) was due to lower bunker price
- A large part of bunker savings was due to not running the AE5 service since October 2012 and AE9 service since February 2013, as well as due to other network optimization (speed equalization, vessel scale upgrades and service rationalisation)
- Surplus vessels were added to other services contributing to an average speed reduction of 1 knot compared to Q2 2012
- Inland intermodal costs were reduced by USD 154m and terminal expenses were reduced by USD 50m compared to Q2 2012
- Improved vessel utilisation, technical retrofit initiatives and efforts to improve efficiency from all parts of the operation supported the cost savings on a per FFE basis

# Maersk Line EBIT-margin gap to peers

Objective of +5%-points EBIT margin gap towards peers achieved for the third consecutive quarter



Note 1: The peer group includes CMA CGM, Hapag-Lloyd, APL, Hanjin, Hyundai MM, Zim, NYK, MOL, CSCL, COSCO and OOCL. Averages are TEU-weighted.

Note 2: CSCL, COSCO and OOCL only provide h/h financials, hence quarterly EBIT-margin is based on their h/h gap to MLB. Their quarterly gaps are based on newest information, why latest Q1 and Q3 are restated when H1 and H2 are disclosed.

Note 3: CMA CGM and Zim have not yet released their 13Q2 financials and hence for the projected 13Q2 peer group average their margins are projected as per their gap to ML in 13Q1.

Note 4: EBIT margins are adjusted for gains/losses on sale of assets, restructuring charges, income/loss from associates. In addition ML's EBIT margin is also adjusted for depreciations to match with industry standards.

Source: Internal reports, competitor financial reports



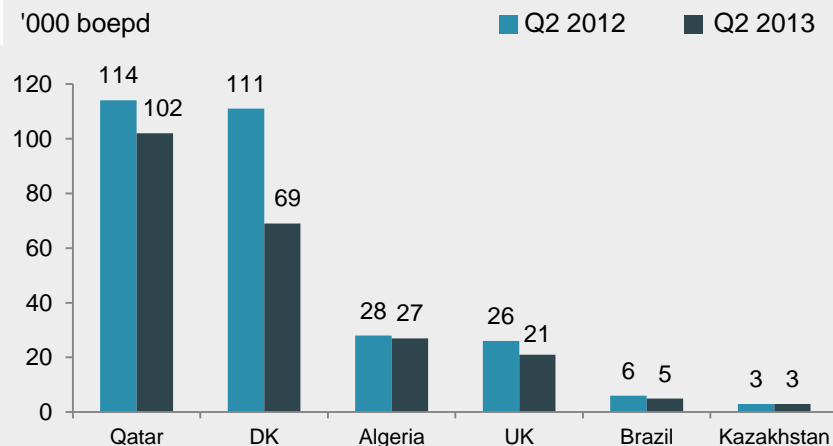
# Maersk Oil

(USD million)	Q2 2013	Q1 2013	Q2 2012	FY 2012
Revenue	2,059	2,381	2,724	10,154
Exploration expenses	380	235	199	1,088
EBITDA	1,259	1,560	2,036	7,156
<b>Profit (NOPAT)</b>	<b>249</b>	<b>346</b>	<b>468</b>	<b>2,444</b>
Operating cash flow	713	1,159	1,044	3,857
Prod. (Boepd '000)	226	239	287	257
Brent (USD per barrel)	102	112	108	112
ROIC (%)	15.4	20.6	26.4	35.7

## Highlights Q2 2013

- Maersk Oil delivered a profit of USD 249m (USD 468m) and a ROIC of 15.4% (26.4%). Insurance net income of USD 133m regarding Gryphon FPSO received in Q2
- Production declined by 21% due to;
  - Field maturation in Denmark and UK
  - Reduced DK ownership share from 39% to 31.2% had an estimated impact of 16,000 boepd
  - Unplanned shut-down of Tyra West had an impact of around 3,000 boepd in Q2
- H2 production development;
  - Gryphon, UK re-started production in late May
  - Balloch, UK on stream (plateau level at 4,000 boepd)
  - El Merk, Algeria is ramping up towards full production
  - Drilling on the new development plan in Qatar commenced
- Longer term development;
  - Field development plan for Chissonga being finalised for submission to authorities in H2
  - Higher exploration costs of USD 380m (USD 199m). Five exploration/appraisal wells drilled in Q2;
    - Another well on Johan Sverdrup, Norway was successful
    - Three wells discovered hydrocarbons, however not assessed to be in commercial amounts
    - Cubal, Angola exploration well discovered hydrocarbon and evaluation is ongoing

## Maersk Oil's share of production



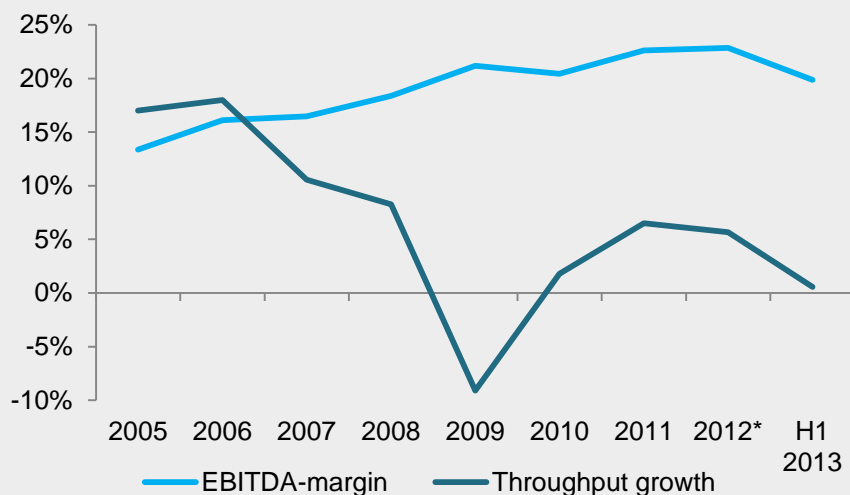
# APM Terminals

(USD million)	Q2 2013	Q1 2013	Q2 2012	FY 2012
Revenue	1,068	1,040	1,048	4,206
EBITDA	218	201	243	871
<b>Profit (NOPAT)</b>	<b>179</b>	<b>166</b>	<b>160</b>	<b>701</b>
Operating cash flow	241	242	265	910
Throughput (TEU m)	9.1	8.6	9.1	35.4
ROIC (%)	12.8	12.0	14.3	15.2

## Highlights Q2 2013

- Profit rose to USD 179m (USD 160m) while ROIC decreased to 12.8% (14.3%), mainly attributable to a 29% increase in invested capital to USD 5.6bn Y/Y reflecting continued high investment level
- EBITDA-margin declined to 19.9% (22.0% in H1 2012), partly due to higher construction revenue on behalf of concession grantors grossing up revenue and costs by equal amounts
- Continued positive developments in growth markets offset by reduced volumes in North America and Europe. Number of containers handled at the same level as last year (9.1m TEU), while the global market increased by 4%
- Portfolio initiatives:
  - Reconstruction of 600m quay in Monrovia, Liberia completed on time and within budget
  - Permits to operate received for Santos, Brazil. Operations will begin in Q3, but dredging is not finalized

## Volume growth and margin development



\* Only EBITDA margin for FY12 has been restated accordingly to IFRS 11

# Maersk Drilling

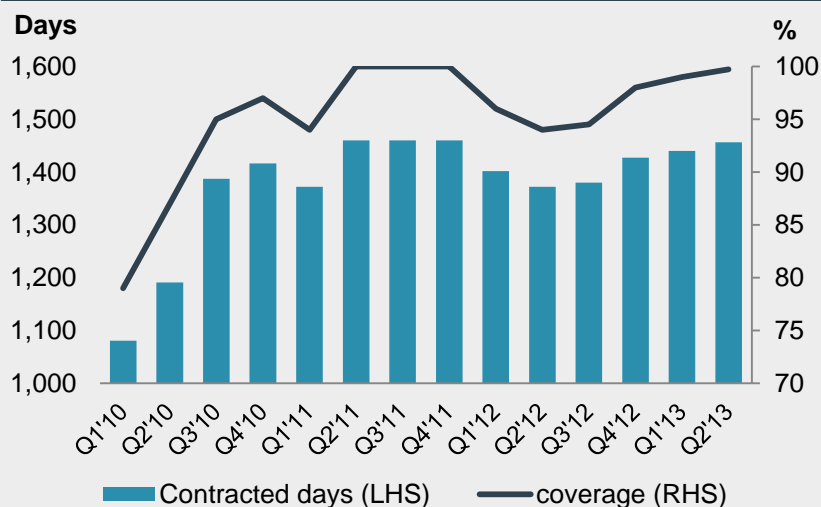
(USD million)	Q2 2013	Q1 2013	Q2 2012	FY 2012
Revenue	512	480	410	1,683
EBITDA	223	238	148	638
Profit (NOPAT)	150	146	98	347
Operating cash flow	227	178	220	597
Fleet (units)*	16	16	16	16
Contracted days*	1,456	1,440	1,365	5,548
ROIC (%)	12.6	13.0	10.2	8.8

\*Excluding stake in EDC, barges in Venezuela and the managed semi-submersible Nan Hai VI

## Highlights Q2 2013

- Profit increased by 52% to USD 150m (USD 98m), due to higher operational uptime in 2013
- Operational uptime averaged 96% in Q2 versus 86% in Q2 2012
- Contract coverage on available rig days is 100% for the remainder of 2013, 86% for 2014 and 58% for 2015. The total revenue backlog was USD 6.6bn at Q2 2013 (USD 5.8bn)
- One contract extension and one option exercised in Q2:
  - An approx. USD 280m contract extension signed (extended by two years to five years) for new build ultra harsh environment jack-up rig
  - One year extension option exercised for an ultra deepwater semi-submersible rig in Angola
- Maersk Drilling is preparing to take delivery of seven large rigs 2013-2015 and will endure extraordinary one-off costs related to the rig fleet expansion

## Contracted days and coverage







\* Other includes change in debt held for sale, currency adjustments, etc.

# Investments and debt

Cash flow used for capital expenditure was USD 1.4bn (USD 2.2bn) and net of sales proceeds USD 1.2bn (USD 2.0bn) in Q2.

Maersk Line: USD 311m

Maersk Oil: USD 455m

APM Terminals: USD 212m

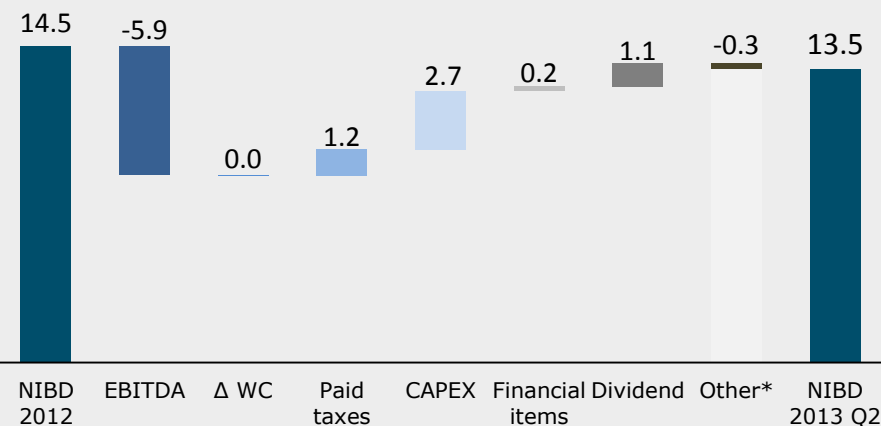
Maersk Drilling: USD 153m

The net interest-bearing debt was USD 13.5bn end Q2;

- A reduction of USD 1.0bn since year end 2012
- A reduction of USD 2.1bn since Q2 2012

## Development in net interest-bearing debt H1 2013

USD bn



\* Other include currency adjustments, etc.

The Group's FY 2012 net interest-bearing debt was restated from USD 15.7bn to USD 14.5bn as a result of new IFRS consolidation of Joint Venture rules.

# Consolidated Financial Information

Income statement (USD million)	Q2 2013	Q2 2012	Q1 2013	H1 2013	H1 2012	FY 2012
Revenue	14,163	15,364	14,047	28,210	29,691	59,089
EBITDA	2,971	3,499	2,890	5,861	5,966	12,252
Depreciation, etc.	1,368	1,257	1,080	2,448	2,477	5,211
Gain on sale of non-current assets, etc. net	30	50	40	70	375	621
<b>EBIT</b>	<b>1,763</b>	<b>2,376</b>	<b>1,941</b>	<b>3,704</b>	<b>4,022</b>	<b>8,014</b>
Financial costs, net	-196	-229	-251	-447	-382	-714
Profit before tax	1,567	2,147	1,690	3,257	3,640	7,300
Tax	711	1,182	900	1,611	1,500	3,262
<b>Profit for the period</b>	<b>856</b>	<b>965</b>	<b>790</b>	<b>1,646</b>	<b>2,140</b>	<b>4,038</b>

Key figures (USD million)	Q2 2013	Q2 2012	Q1 2013	H1 2013	H1 2012	FY 2012
Cash Flow from operating activities	2,201	1,570	2,396	4,597	2,708	7,506
Cash Flow used for capital expenditure	-1,193	-2,013	-1,470	-2,663	-2,850	-6,171
Net interest-bearing debt	13,457	15,524	13,439	13,457	15,524	14,489
Earnings per share (USD)	179	208	163	342	456	857
ROIC (%)	7.4	8.9	8.0	7.7	9.5	8.9
Dividend per share (DKK)	-	-	-	-	-	1,200

# Outlook for 2013

The Group now expects a result for 2013 around USD 3.3bn (USD 4.0bn). Excluding impairment losses and divestment gains, the net result is now expected to be around USD 3.5bn (USD 2.9bn).

Cash flow from operating activities is now expected to be around USD 9bn. Net cash flow used for capital expenditure is now expected to be around USD 8bn.

**Maersk Line** revises its expected result from above 2012 (USD 461m) to significantly above the 2012 result based primarily on continued strong cost performance and the stronger result for the first half of 2013 compared to last year.

**Maersk Oil** now expects a result significantly below 2012 (USD 2.4bn), excluding one-off income of USD 1.0bn from the Algerian tax dispute and divestment gains.

**APM Terminals** still expects a result above 2012 (USD 701m) supported by volumes from new terminals, and improving productivity in existing facilities.

**Maersk Drilling** revises its expected result from above the 2012 result (USD 347m) to significantly above the 2012 result.

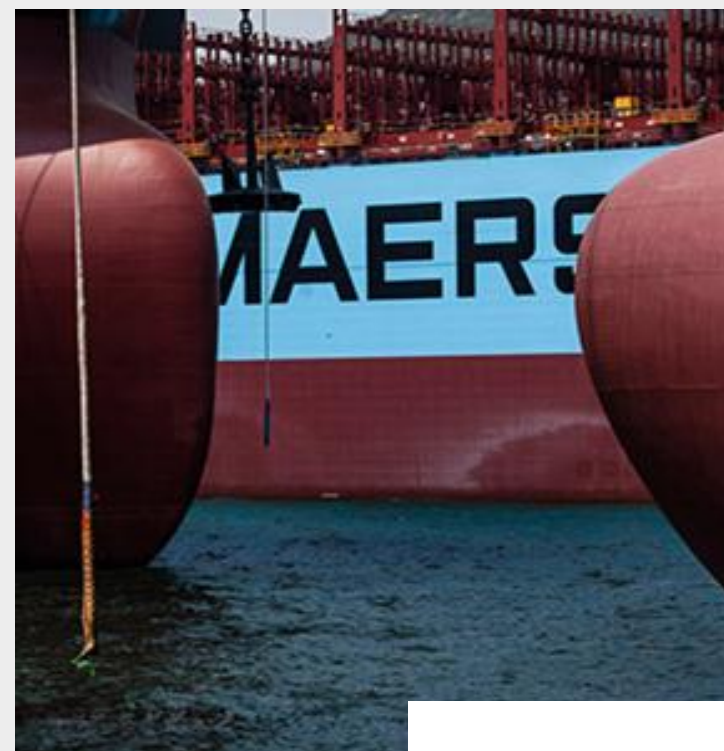
The total result from all other activities is expected to be above the 2012 result excluding divestment gains and impairment losses.

The outlook for 2013 is subject to considerable uncertainty, not least due to developments in the global economy.

(Please refer to the Q2 report for the full Outlook for 2013)

## Sensitivities for the remainder of 2013

Factors	Change	Effect on the Group's profit rest of year
Oil price for Maersk Oil	+/- 10 USD/barrel	+/- USD 0.1bn
Bunker price	+/- 100 USD/tonne	-/+ USD 0.1bn
Container freight rate	+/- 100 USD/FFE	+/- USD 0.4bn
Container freight volume	+/- 100,000 FFE	+/- USD 0.2bn





# Priorities for H2 2013

## Deliver on commitments

**Maersk Line** will keep managing its capacity effectively during the introduction of the first new Triple-E vessels which will come into the fleet this year.

In addition to a safe operation, the most important target for **Maersk Oil**, is to commercialise successful exploration, hereunder delivering progress as planned on key projects such as Chissonga (Angola) and Johan Sverdrup (Norway) and to ramp up the El Merk field (Algeria).

**APM Terminals'** top priority is to effectively execute on the Santos terminal project in Brazil (opening H2 2013) and the Maasvlakte II (Netherlands) project.

In **Maersk Drilling**, three new drilling rigs are coming into the fleet at the end of 2013 and the beginning of 2014. The aim is to take delivery and commence operation of the rigs on time and on budget. Focus is also on securing contracts for the third and fourth drillship under construction with expected delivery in mid-2014.

**Optimise balance** sheets for future growth. The Group continues to release capital for the most profitable investments, all business units continue to engage in efforts to clean their balance sheets of underperforming assets and terminate marginal non-core activities.





# Q & A

– To ask a question please press \* then 01





# Appendix



**MAERSK**



# Services & Other Shipping

## Profit by activity\*

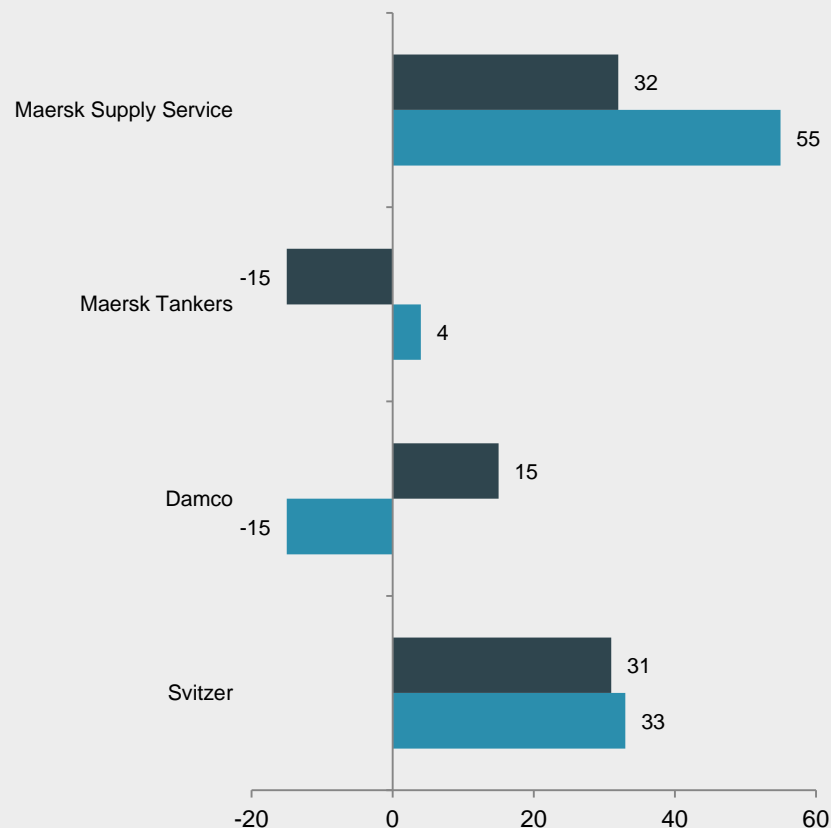
USD million



Q2 2012



Q2 2013



\*Excluding gains, impairments and other special items (Clean profit)

Profit from Services & Other Shipping was USD -187m (USD 83m) mainly due to impairments in Maersk Tankers

## Maersk Supply Service

- Profit increased to USD 55m (USD 32m) mainly due to higher utilisation and lower operating expenses
- Contract coverage is 69% for the remainder of 2013 and 42% for 2014, excl. options

## Maersk Tankers

- The result of USD -274m (USD -9m) was negatively impacted by impairments and provisions of USD 280m related to the VLCC fleet
- In line with strategy to focus on fewer segments, Maersk Tankers announced the sale of the VLGC in Q2
- USD 19m Improvement in the NOPAT excluding one-offs was mainly driven by improvement in average time charter equivalent earnings

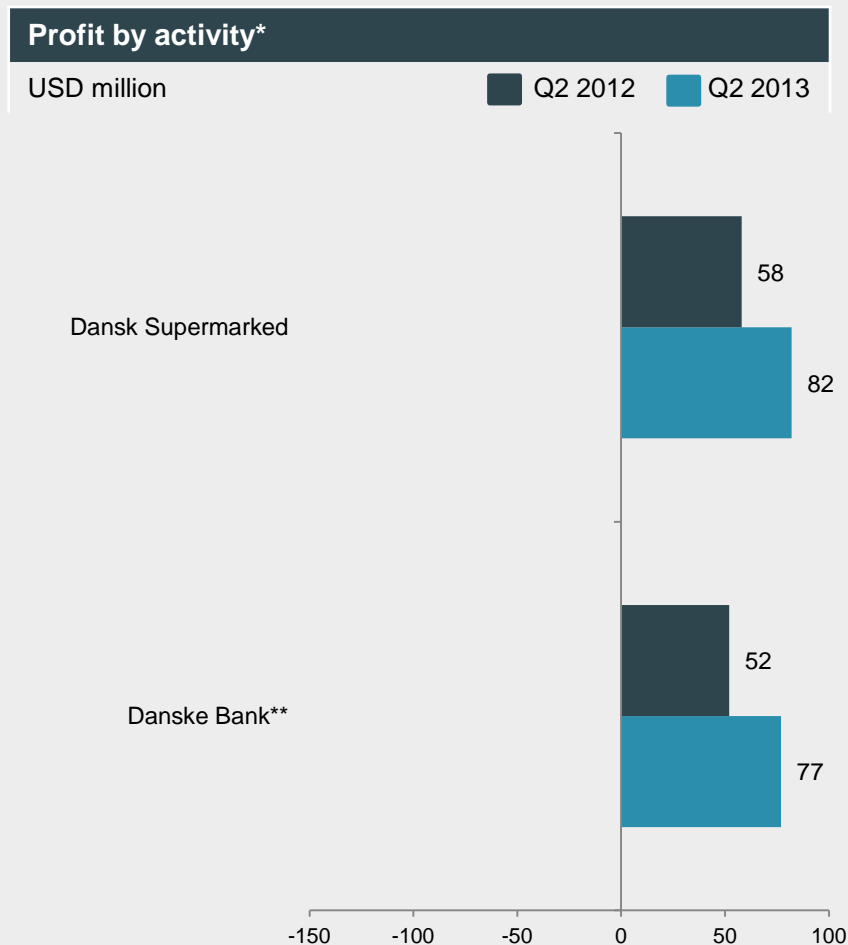
## Damco

- Loss of USD 8m (USD 28m), due to implementation of new IT system and consolidation of operations

## SVITZER

- Positively affected by Harbour Towage tariff increases and 9% increase in activity, mainly driven by recovery in Europe

# Investments



\*Excluding gains, impairments and other special items (Clean profit)

\*\*Contribution from Danske Bank is 20% of the reported net profit

## Dansk Supermarked Group

- Profit improved to USD 82m (USD 58m) due to;
  - Revenue growth seen across all countries
  - Cost reduction initiatives
  - Profitability improvements in føtex and turnaround of Netto Sweden
  - Closure of non performing stores in 2012.

# Consolidated Financial Information

Income statement (DKK million)	Q2 2013	Q2 2012	Q1 2013	H1 2013	H1 2012	FY 2012
Revenue	80,939	88,908	79,324	160,263	170,219	342,363
EBITDA	16,976	20,202	16,318	33,294	34,206	70,986
Depreciation, etc.	7,802	7,270	6,103	13,905	14,201	30,193
Gain on sale of non-current assets, etc. net	172	306	228	400	2,151	3,600
<b>EBIT</b>	<b>10,080</b>	<b>13,716</b>	<b>10,962</b>	<b>21,042</b>	<b>23,057</b>	<b>46,433</b>
Financials, net	1,123	-1,325	-1,418	-2,541	-2,191	-4,135
Profit before tax	8,957	12,391	9,544	18,501	20,866	42,298
Tax	4,067	6,791	5,084	9,151	8,597	18,901
<b>Profit for the period</b>	<b>4,890</b>	<b>5,600</b>	<b>4,460</b>	<b>9,350</b>	<b>12,269</b>	<b>23,397</b>

Key figures (DKK million)	Q2 2013	Q2 2012	Q1 2013	H1 2013	H1 2012	FY 2012
Cash flow from operating activities	12,585	9,062	13,528	26,113	15,524	43,490
Cash flow used for capital expenditure	-6,823	-11,592	-8,304	-15,127	-16,342	-35,757
Net interest-bearing debt	76,740	91,654	78,446	76,740	91,654	81,997
Earnings per share (DKK)	1,026	1,206	918	1,944	2,615	4,964
ROIC (%)	7.3	9.0	7.8	7.6	9.6	9.0
Dividend per share	-	-	-	-	-	1,200

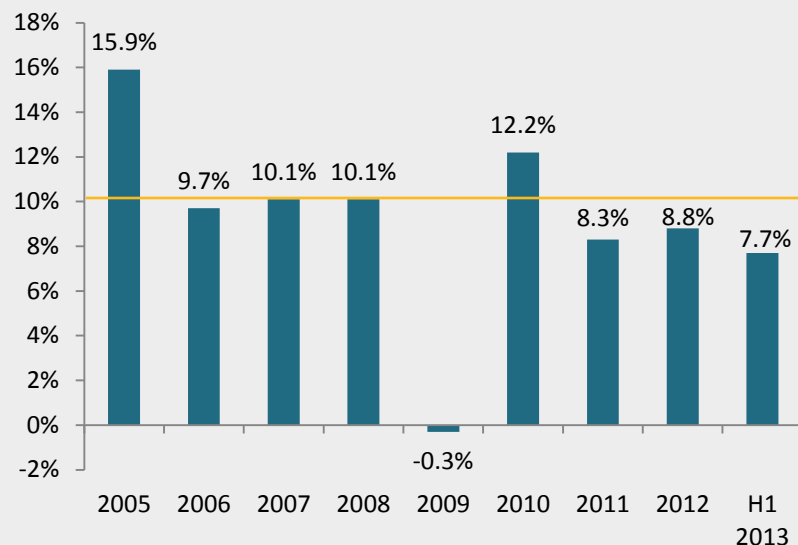


# Group Business Drivers

	Q2-13	Q1-13	Q2-12	Change vs previous quarter	Change vs previous year	Comment to Q2 (vs Q2 2012)
Transported container volumes, FFE (million)	2.2	2.1	2.2	+5%	+2.1%	Change in trade mix, headhaul volumes from Asia to Europe and North America declined, but was in volume terms more than compensated by increased short sea volumes. North – South trades grew modestly.
Average container freight rate, USD/FFE	2,618	2,770	3,014	-5.5%	-13.1%	
Earnings per transported FFE (USD)	211	90	118	USD/FFE 121	USD/FFE 93	<i>EBIT per unit driven by USD 1.5bn lower cost base</i>
Maersk Line Fleet Number/TEU (million)	275 owned, 309 chartered/ 2.6	275 owned, 302 chartered/ 2.6	267 owned, 373 chartered/ 2.7	-	-4%	<i>No new vessels delivered In Q2 2013</i>
Share of oil and gas production, '000 boepd	226	239	287	-5.4%	-21.3%	<i>Decrease driven by DK and UK</i>
Average crude oil price (Brent)	102	112	108	-8.9%	-5.6%	<i>Reduced US imports</i>
Containers handled (weighted with ownership share), TEU (million)	9.1	8.6	9.1	+6%	-	<i>Most terminals in EU and NA recording volume decrease, continued positive developments in high growth markets</i>
Contracted rig days, days	1,456	1,440	1,365	+1.1%	+6.7%	<i>Higher operational uptime</i>

# Return on Invested Capital

Group ROIC 2005 - Q2 2013



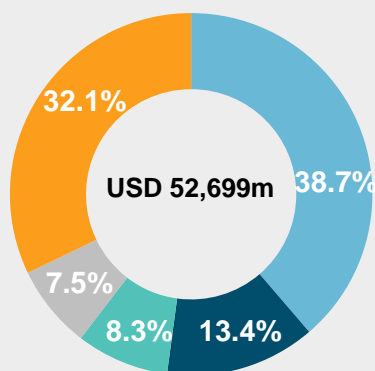
Breakdown of ROIC by business

Business	Invested capital USDm	ROIC % Q2 2013	ROIC % Q2 2012
A. P. Moller – Maersk Group	53,108	7.4	8.9
Maersk Line	20,525	8.5	4.6
Maersk Oil	6,464	15.4	26.4
APM Terminals	5,639	12.8	14.3
Maersk Drilling	4,778	12.6	10.2
Maersk Supply Service	2,138	10.3	5.8
Maersk Tankers	2,984	-34.3	(0.9)
Damco	528	(6.4)	26.8
SVITZER	1,425	10.8	8.1
Dansk Supermarked	2,930	11.3	7.2
Other businesses	6,178	9.1	7.4

# Capital is focused on our core growth business

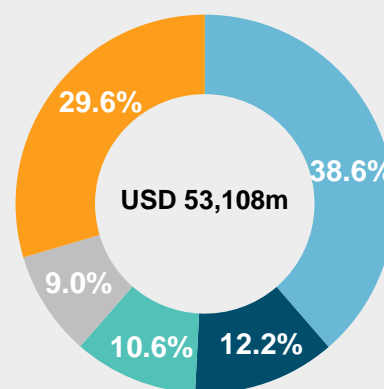
Invested capital Q2 2012

■ Maersk Line ■ Maersk Oil ■ APM Terminals  
■ Maersk Drilling ■ Other



Invested capital Q2 2013

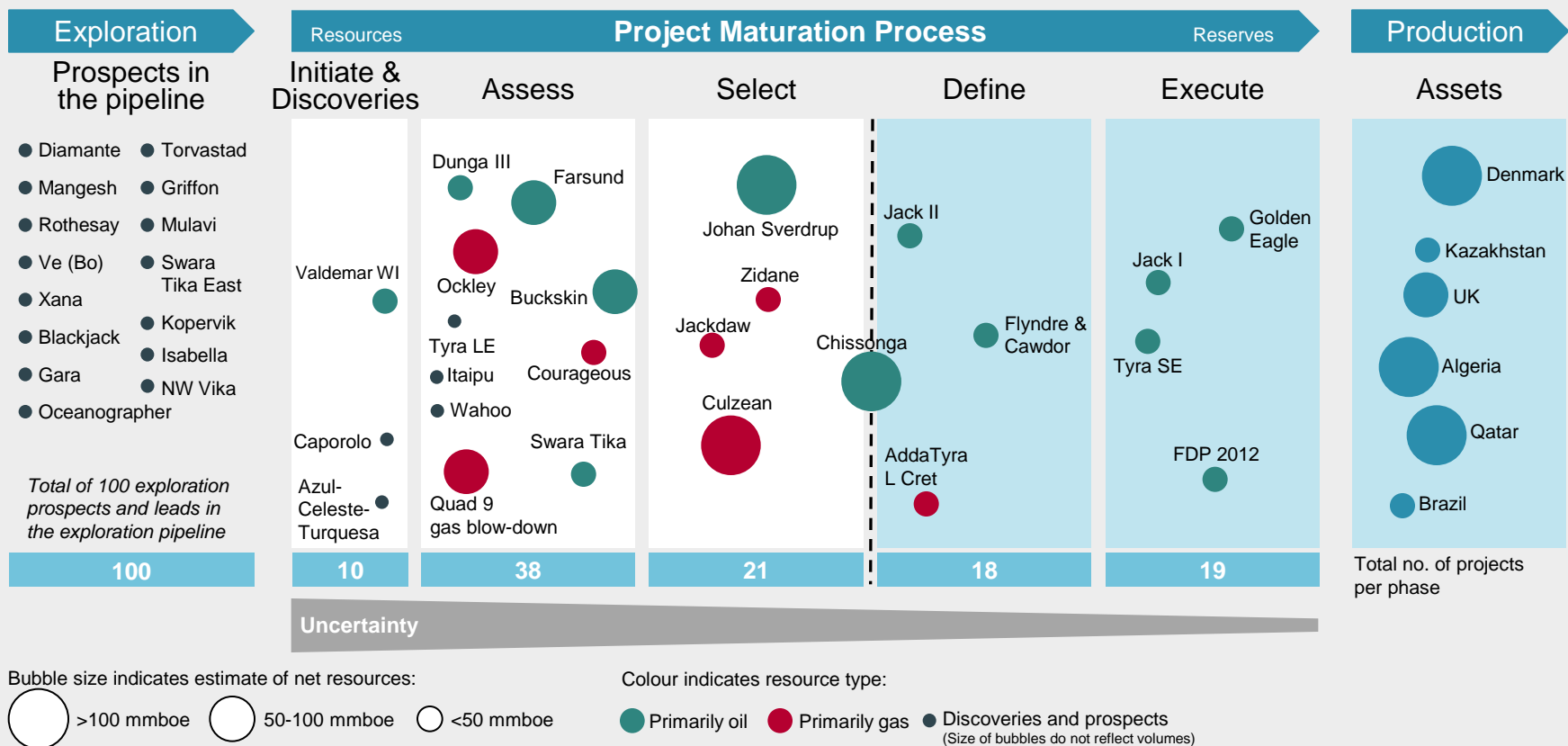
■ Maersk Line ■ Maersk Oil ■ APM Terminals  
■ Maersk Drilling ■ Other



## Our portfolio strategy towards 2017

- Maersk growth strategy continues with invested capital growing 1% compared to Q2 2012
- Portfolio optimization with the four core operations share of Group's invested capital growing above 70% vs. 68% a year ago
- Maersk Tankers fleet reduction and impairments, the divestment of the LNG fleet and of FPSO Maersk Peregrino mainly explain the lower invested capital in the other business operations

# Maersk Oil's portfolio - Q2 2013





# Maersk Oil's Key Projects – Q2 2013

## 2013-2014 Sanctioned development projects

Project (Country)	First Production	Working Interest	Net Capex (USD Billion)	Plateau Production (Entitlement, boepd)
FDP2012 (Qatar)	2013	100%	1.5	100,000 <sup>1</sup>
Tyra SE (Denmark)	2015	31%	0.3	4,000
Golden Eagle (UK)	2014	32%	1.1	20,000
Jack (USA)	2014	25%	0.7 <sup>2</sup>	8,000

## 2015-2020 Major discoveries under evaluation (Pre-Sanctioned Projects<sup>3</sup>)

Project (Country)	First Production	Working Interest	Net Capex Estimate (USD Billion)	Plateau Production Estimate (Entitlement, boepd)
Chissonga (Angola)	2017-18	65%	TBD	TBD
Johan Sverdrup (Norway)	2018	20% <sup>4</sup>	2.0 <sup>5</sup>	50,000 <sup>5</sup>
Culzean (UK)	2017-19	49.99%	2.4	20-45,000
Buckskin (USA)	2019	20%	TBD	TBD

<sup>1</sup> FDP aims at optimising recovery and maintaining a stable production plateau around 300,000 boepd. Maersk Oil's approximate production share is 100,000 boepd.

<sup>2</sup> Phase 1 Maersk Oil estimate

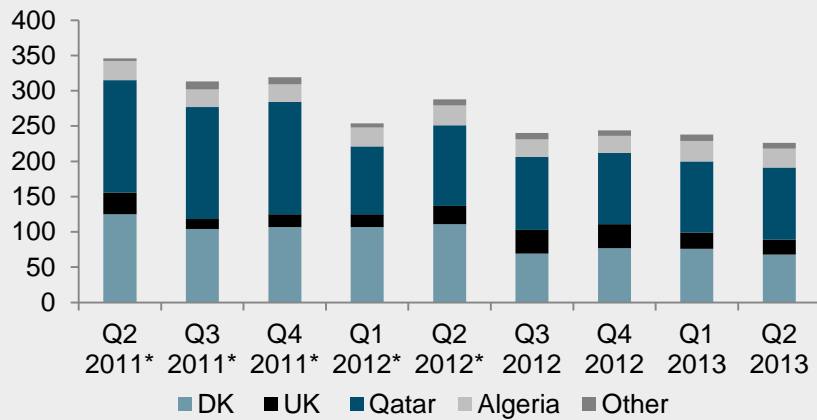
<sup>3</sup> Significant uncertainties about time frames and production forecast

<sup>4</sup> Equity 20% of Block PL501 – unitisation with PL265 is being prepared

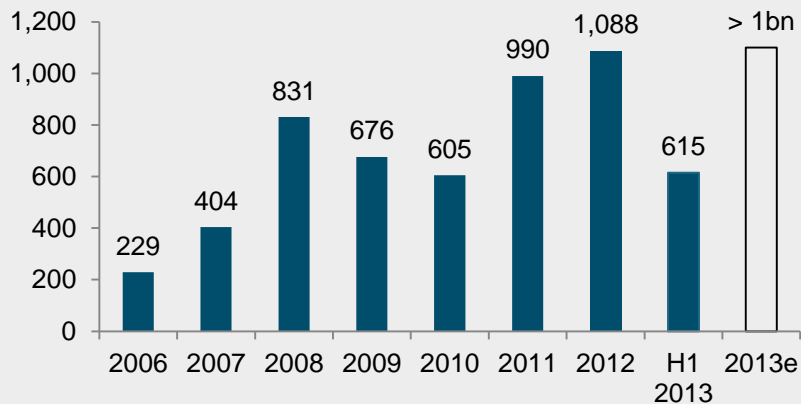
<sup>5</sup> Wood Mackenzie data, estimated at a 10% pre-unitisation share

# Maersk Oil's Share of Production and Exploration Costs

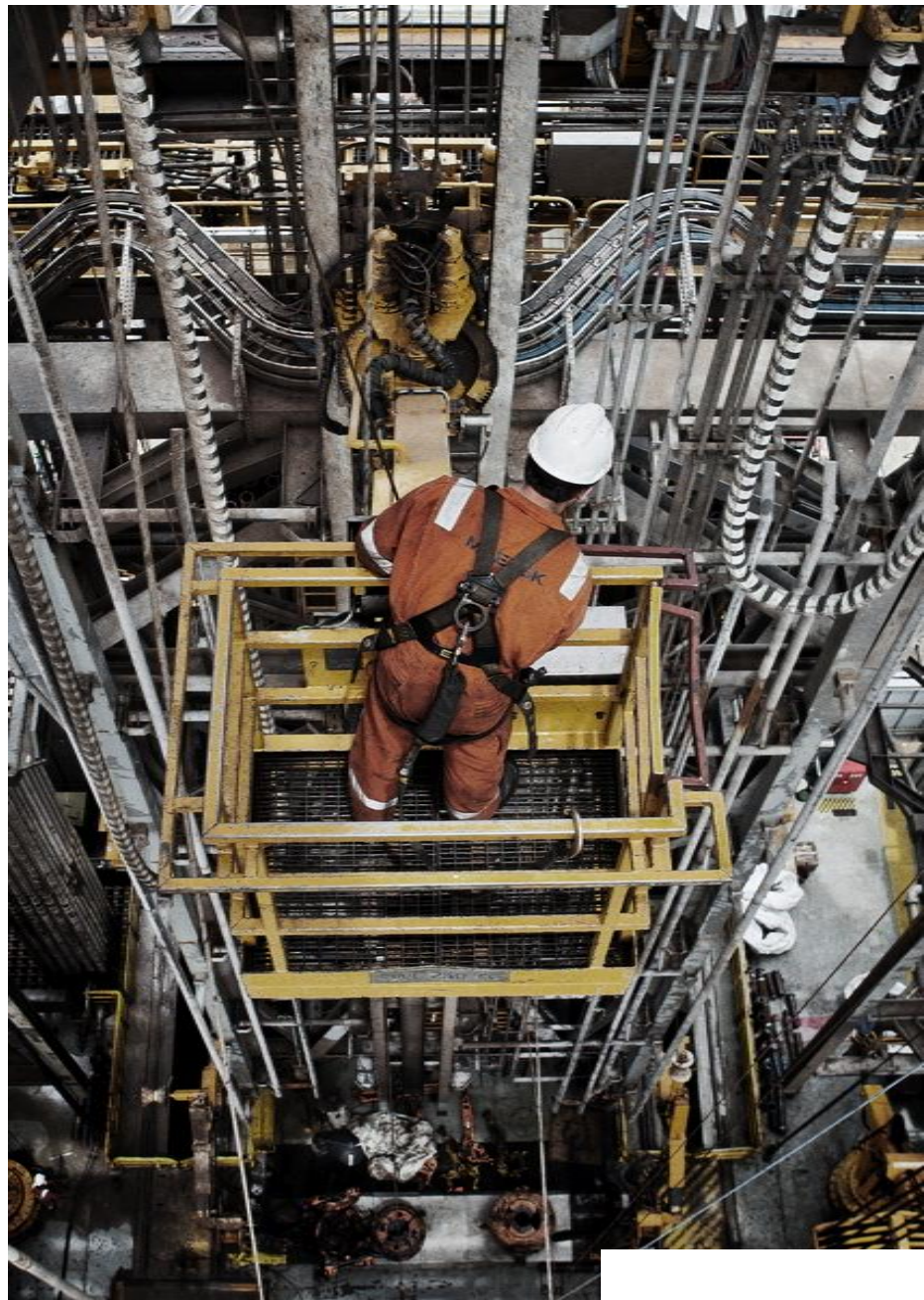
Maersk Oil's share of production ('000 boepd)



Maersk Oil's exploration costs\*\* (USDm)

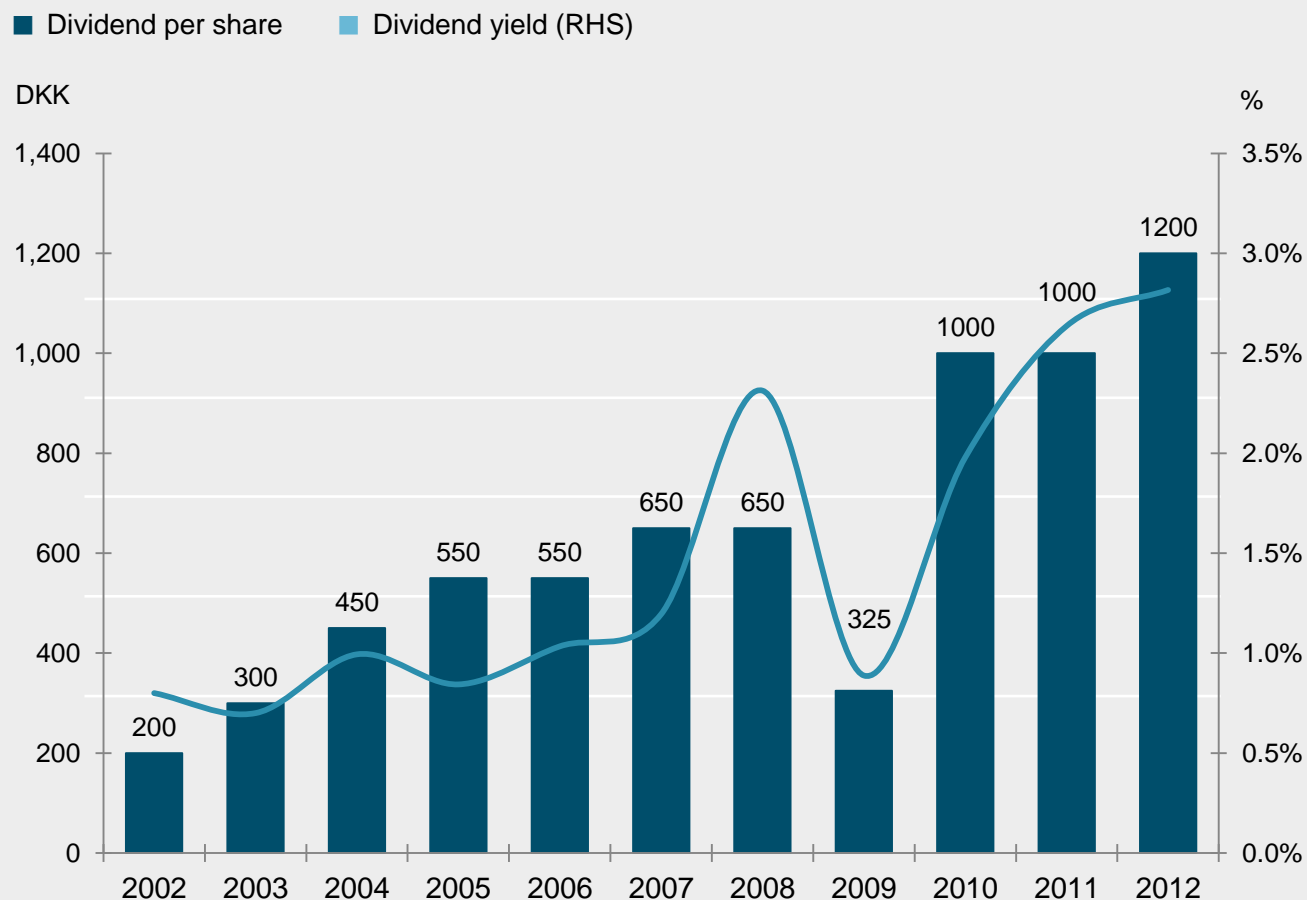


- DUC ownership reduction occurred in Q3 2012
- \*\* All exploration costs are expensed directly unless the project has been declared commercial



# Development in dividend payout

## Historical dividend

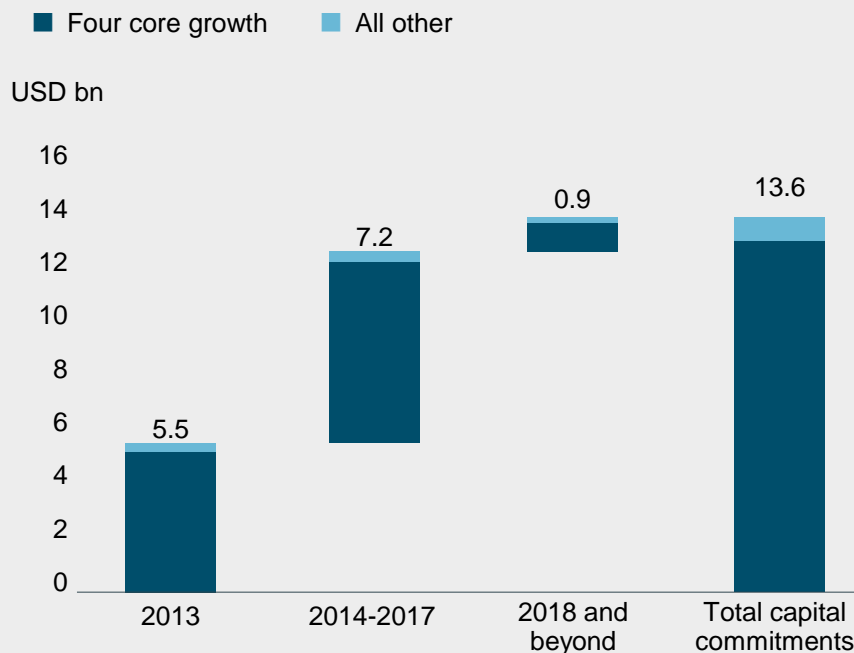


Continue historical trend of increasing dividends per share supported by underlying earnings growth

# Capital commitments for growth

- Track record for growth – the cash flow used for capital expenditure has been USD 39bn accumulated for the past five years
- The Group has capital commitments of USD 13.6bn per 31 December 2012
- 97% of capital commitments or USD 13.2bn is for the four core growth businesses
- Our growth ambitions will result in significant investments

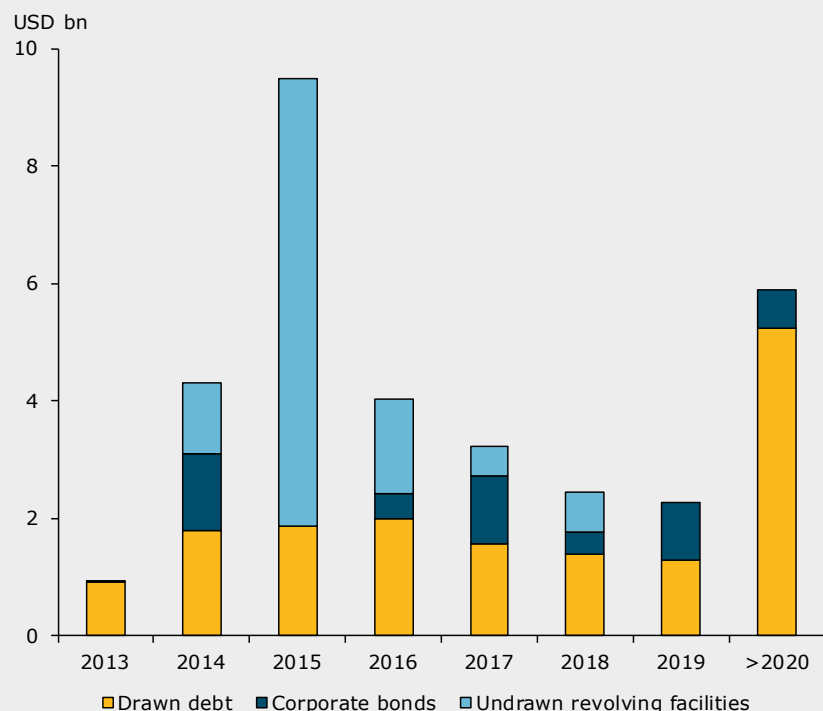
## Capital commitments – as of 31 December 2012





# Funding in place with a liquidity reserve of USD 14.3bn

## Loan maturity profile end Q2 2013



## Funding

- Maintain a conservative capital structure and funding profile matching that of a strong investment grade company over the business cycle
- Liquidity reserve of USD 14.3bn as of end Q2 2013
- Average debt maturity of more than five years
- Diversified funding sources - increased financial flexibility
- Corporate bond program - 28% of our Gross Debt (USD 4.9bn)
  - GBP 300m (~USD 455m) 12-year bond issue in March 2013
- Amortization of debt in coming years is on average USD 2.4bn per year



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